

THE ROLE OF WORK LIFE BALANCE, WORKPLACE DISCOMFORT BEHAVIOR, PSYCHOLOGICAL WELL BEING, AND EMPLOYEE ASSISTANCE PROGRAM ON JOB SATISFACTION

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ABSTRACT

Psychological pressure is a prevalent issue among employees, which is now openly acknowledged and discussed. The focus on mental health encourages employees to alleviate mental stress, enabling them to have faith in their own capabilities, stay motivated to reach their full potential, and seize opportunities to excel, ultimately leading to job satisfaction. This study aims to investigate the factors influencing job satisfaction. The research methodology employed includes a review of literature and empirical studies found in various books and previous research journals. The findings indicate that Work-life Balance, Workplace Incivility Behavior, Psychological Well-being, and Employee Assistance Program have an impact on Job Satisfaction. Based on the results, it is recommended that organizations prioritize initiatives promoting work-life balance, address workplace incivility behavior through training programs, foster a respectful work environment, and promote psychological well-being through mindfulness practices and stress management programs. Additionally, implementing an effective Employee Assistance Program with counseling services and support can significantly contribute to overall job satisfaction.

Keywords: *Work-life Balance; Workplace Incivility Behavior; Psychological Well-being; Employee Assistance Program; Job Satisfaction*

INTRODUCTION

Industry 4.0 represents the fourth industrial revolution characterized by rapid technological advances, including the Internet of Things and Services (IoT and IoS), integrated into existing company operations (Vaidya et al., 2018). One area that will face new challenges due to the Fourth Industrial Revolution is the field of human resources. The convergence of cyber technology and automation not only simplifies life but also creates new problems in various HR fields. Currently, there is a growing implementation of automation, utilizing machines in the work process to minimize human functions or jobs. In order to capitalize on Indonesia's opportunity to become a developed country by leveraging the upcoming demographic bonus from 2020 to 2030, it is crucial to develop competent and technologically responsive human resources in the era of Industry 4.0. This will enable Indonesia to seize the

potential for becoming a developed nation (Budiati et al., 2018).

Based on the results of the 2022 population survey by the Central Bureau of Statistics, the total population of Indonesia as of mid-2022 reached 275.77 million people, which is an increase of 1.13% from the same period last year. It is projected that Indonesia's population will continue to grow until it reaches 312.51 million by 2040, with the majority of the population falling within the age range of 15 to 64 years. This demonstrates that Indonesia is currently experiencing a demographic bonus, where the working-age population surpasses the non-productive age group. It is crucial to effectively utilize this demographic bonus by optimizing the role and potential of human resources for development, in order to enhance economic growth and improve the welfare of the population.

The distribution of the population by generation, based on the productive age range of 15 to 64 years, is outlined in the following figure:

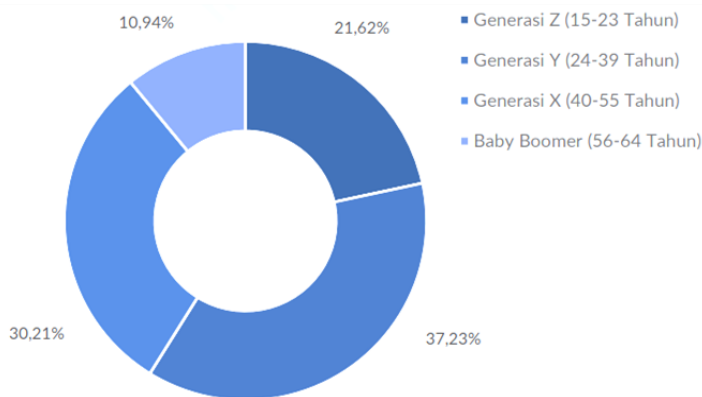


Figure 1. Percentage of Productive Age Population in Indonesia

In 2020, the majority of Indonesia's productive age population belonged to Generation Y, accounting for 37.23% of the total. The second-largest group was Generation X, comprising 30.21% of the population, followed by Generation Z at 21.62%. The Baby Boomer generation had the smallest representation, accounting for only 10.94% of the productive age population.

As Generation Z enters the productive age range, their population share is expected to grow, surpassing the number of retiring Baby Boomers. Generation Z, born in the digital age, is heavily influenced by information technology and acquires a significant amount of information through various media, especially social media. The social environment shapes their aspirations, including career goals, financial ambitions, and lifestyle achievements. However, these aspirations also present challenges and pressures, increasing the vulnerability of Generation Z to mental health problems.

According to a survey conducted by the American Psychological Association (APA), 37% of Gen Z individuals have sought help from psychologists, which is a higher percentage compared to Millennials at 35%, Gen X at 26%, and Baby Boomers at 22%. Generation Z also experiences higher rates of diagnosed anxiety disorders at 18% and depression at 23% compared to other generations. This heightened awareness of the importance of mental health is a characteristic of Generation Z's openness, leading to a shift in societal attitudes where mental health, once considered a taboo subject, is now acknowledged by both Generation Z and preceding generations. The demand for mental health care is closely associated with attitudes and behaviors in the workplace. Job satisfaction is no longer solely

driven by income but also by achieving personal fulfillment. According to Brayfield & Rothe (1951) as cited in Tasema (2018), employees experience high levels of job satisfaction when they hold positive perceptions about their work. Job satisfaction encompasses various factors such as individual achievement, salary, promotion opportunities, career progression, and relationships with colleagues and the work environment. It is influenced by both the organizational environment and human resource management systems.

In relation to self-satisfaction, work-life balance is studied as a concept that aims to harmonize personal and work life. Kalliath and Brough (2008) as cited in Cintantya & Nurtjahjanti (2020) explain that an imbalance between personal and work relationships can have negative impacts on the health outcomes and organizational performance of individuals, families, and organizations. Employees who maintain a healthy work-life balance have the opportunity to grow and contribute to their family, community, and environment.

According to research conducted by Abdullah et al. (2022); Anh & Tri (2022); Haar et al. (2014); Lumunon et al. (2019); Meutia & Mauliza (2022); Pratama & Setiadi (2021), Work-Life Balance has a significantly positive influence on Job Satisfaction. Employees who are highly satisfied with their work-life balance tend to experience positive effects on their work environment, leading to increased job satisfaction and overall comfort.

Another factor that significantly affects job satisfaction is a healthy work environment. A healthy work environment is created through a work culture that is reflected in the attitudes and behaviors of employees. When attitudes and behaviors among employees are not well-

established, it creates an unhealthy work environment. Handoyo et al. (2018) mentioned five forms of workplace incivility in Indonesia, namely unfriendly communication, interference in other people's affairs, invasion of privacy, neglect, and arbitrary actions. The discomfort caused by workplace incivility hampers the establishment of conducive working relationships among employees and may lead to conflicts. If not properly managed, these conflicts can hinder employee performance, thereby preventing the realization of job satisfaction. These findings align with the results of research conducted by Exhaustion & Dahri (2019); Haryono (2020); Rachmanadya & Handoyo (2022), which assert that workplace incivility behavior negatively impacts employee performance.

Psychological well-being refers to a state of mental health where individuals are capable of accepting themselves and their circumstances, forming satisfying interpersonal relationships, taking responsibility for their actions, exerting influence over their environment, realizing their full potential, and deriving meaning from life experiences. This aligns with Ryff's definition (1995) as cited in Ganna & Sholichah (2022), which describes psychological health as a state where individuals recognize their psychological strengths and weaknesses, find purpose and direction in life, build fulfilling interpersonal connections, exhibit independence, take responsibility for themselves and their surroundings, and continually strive for self-improvement.

When employees enjoy their work and feel motivated, they are more likely to perform at their best (Wright & Bonett, 2007 as cited in Zheng et al., 2015). Conversely, declining psychological health can lead to increased stress levels. On the other hand, positive psychological well-being is associated with helpfulness, assisting coworkers, punctuality, infrequent absences, and longer job tenure, according to Spector (1997) as cited in Zheng et al. (2015).

The state of good health and psychological well-being among employees enables them to remain calm and effectively manage work-related pressures, allowing them to produce quality work and achieve their professional goals. Consequently, employees experience satisfaction with their work outcomes. This is in line with the findings of research conducted by Aden (2015), Ganna & Sholichah (2022), Hardianto & Islamiati (2021), Kinaseh (2021), and Tasema (2018), which highlight the influence of Psychological Well-being on job satisfaction (Aden, 2015; Ganna &

Sholichah, 2022; Hardianto & Islamiati, 2021; Kinaseh, 2021; Tasema, 2018).

Apart from individual factors and the work environment, job satisfaction is also influenced by the HR management system within an organization. The HR management system, which has evolved from being passive and routine, is now expected to take an active role in addressing HR-related issues that have the potential to hinder performance targets. One way this is done is through the implementation of an Employee Assistance Program (EAP). The EAP provides access to assistance services for employees facing personal challenges such as stress, health issues, family problems, financial difficulties, and more (Emener et al., 2003 as cited in Yarmmani et al., 2021).

Studies have shown that Employee Assistance Programs can lead to increased productivity. A recent study published in 2018 by the Federal Occupational Health division of the United States Department of Health and Human Services surveyed 4,800 individuals who had utilized their company's EAP. The findings revealed a 69.2% decrease in absenteeism, a 22.8% decrease in working while sick, and a 10% decrease in workplace stress. Moreover, job satisfaction increased by 24.2% and employee engagement rose by 2.8% (Federal Occupational Health, 2018 as cited in Yarmmani et al., 2021).

It is worth noting that there is limited research on Employee Assistance Programs (EAP) in Asia, particularly in Indonesia. Dave (2013) as cited in Yarmmani et al. (2021) states that the EAP is a relatively new concept in Asia, resulting in a scarcity of research references regarding the need for such programs. Similarly, Kosala (2013) in Yarmmani et al. (2021) highlights the lack of research on Employee Assistance Programs in Indonesia, which can be attributed to the limited number of EAP consultants and the novelty of the concept in the country.

This scientific review seeks to shed light on the relationships between Work-life Balance, Workplace Incivility Behavior, Psychological Well-being, Employee Assistance Program, and job satisfaction. By conducting an in-depth examination of these factors, the study aims to provide valuable insights into the mechanisms that underpin employee satisfaction, inform HR practices, and contribute to the existing knowledge base in the field.

RESEARCH METHODS

The research methodology employed in this study consists of a literature review and empirical

investigation, encompassing a comprehensive analysis of relevant books and previous research articles pertaining to Work-life Balance, Workplace Incivility Behavior, Psychological Well-being, and Employee Assistance Program's impact on Job Satisfaction. Data collection was

conducted through search engines, including Google Scholar, Emerald, and Elsevier, with a selection of 20 scientific articles serving as the primary sources of data. The details of these articles are outlined in the table below:

Table 1. Details of Selected Scientific Articles

No	Author(s), Publication Year, Journal	Title	Variable	Result
1.	Abdullah, H., Kabia, S. K., & Pandey, P. (2022). Journal of Positive School Psychology, 6(8), 126-135.	Impact Of Work Life Balance On Job Satisfaction: A Study Of Chhattisgarh	X1: Work Life Balance Y: Job Satisfaction	Work-life balance affects job satisfaction
2.	Aden, R. A. (2015). Doctoral dissertation, Universitas Bhayangkara Jakarta Raya)	Hubungan Antara Psychological Well Being(Kesejahteraan Psikologi) dengan Kepuasan Kerja Pada PNS Dinas Sosial Provinsi Lampung.	X ₁ : Psychological WellBeing Y: Job Satisfaction	Psychological Well Being affects Job Satisfaction
3.	Anh, N. T. H., & Tri, C. M. (2022). Ho Chi Minh City Open University Journal of Science-Economics and Business Administration	The impact of work-life balance on job satisfaction,organizational pride andcommitment: A study in the service industry	X ₁ : Work Life Balance Y ₁ : Job Satisfaction Y ₂ : Organizational Pride Y ₃ : Organizational Commitment	Work life balance affects job satisfaction, organizational pride and organizational commitment of employees.
4.	Azadeh Asgarian,et al (2022). Frontiers of Nursing, 9(1). Pp: 11-18	Relationship between effort reward imbalance, job satisfaction, and intention to leave the profession among the medical staff of Qom University of Medical Sciences	X ₁ : Work Life Balance Y: Job Satisfaction	Work-life balance affects job satisfaction
5.	Emily Pettifor, et al (2021). British Journal of Medical Practitioners, 2021, Volume 14 Number 1: a009	Work-Life Balance Among Junior Doctors	X ₁ : Work Life Balance Y: Job Satisfaction	Work-life balance affects job satisfaction
6.	Exhaustion, M. R. O. E., & Dahri, A. S.(2019).	Effect of Workplace Incivility and Despotc Leadership on Job Satisfaction	X ₁ : Workplace Incivility X ₂ : Despotc Leadership Y: Job Satisfaction	Workplace Incivility and Despotc Leadership affects job satisfaction, organizational pride and organizational commitment of employees
7.	Ganna, Q. N., & Sholichah, I. F. (2022). Jurnal Pendidikan dan Konseling (JPDK), 4(4),	Pengaruh Kesejahteraan Psikologis (Psychological Well-Being) Terhadap Kepuasan Kerja (Job	X ₁ : Psychological Well Being Y: Job Satisfaction	Psychological Well Being affects Job Satisfaction

- 6033-6039.
8. Haar, J. M et al. (2014) Satisfaction) Pada Karyawan PT. X
Outcomes of work–life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures
X₁: Work Life Balance
Y₁: Job Satisfaction
Y₂: Life satisfaction
Y₃: Mental health
Work life balance were more positively associated with job and life satisfaction and more negatively associated with anxiety for individuals in gender egalitarian cultures.
 9. Hana S & Meily M (2021). International Journal of Innovation and Economic Development, Volume 7 Issue 3 August, Pages 18-26
The Impact Work-Life Balance toward Job Satisfaction and Employee Retention: Study of Millennial Employees in Bandung City, Indonesia
X₁: Work Life Balance
Y: Job Satisfaction
Work-life balance affects job satisfaction
 10. Hardianto, Y., & Islamiati, N. (2021). Jurnal Penelitian Pendidikan, Psikologi Dan Kesehatan (J-P3K), 2(3), 301-309.
Hubungan Psychological well-being dengan Kepuasan Kerja pada Tenaga Kesehatan Honorer Puskesmas Mangunjaya Kabupaten Pangandaran
X₁: Psychological Well Being
Y: Job Satisfaction
Psychological Well Being affects Job Satisfaction
 11. Haryono, D. H. (2018). Kajian Bisnis Sekolah Tinggi Ilmu Ekonomi Widya Wiwaha
Pengaruh Workplace Incivility pada Job Satisfaction dan Turnover Intentions (Studi pada Karyawan PT Indomobil Nissan Datsun Surakarta, Yogyakarta, Magelang)
X₁: Workplace Incivility
Y₁: Job Satisfaction
Y₂: Turnover Intentions
Workplace Incivility affects Job Satisfaction and Turnover Intentions
 12. Hebbbar, C. K. (2022). EPRA International Journal of Multidisciplinary Research (IJMR), 8(4), 183-187.
Impact of Work-Life Balance on Job Satisfaction of Hospital Nurses-A Case Study
X₁: Work Life Balance
Y: Job Satisfaction
Work-life balance affects job satisfaction
 13. Kinaseh, P. (2021). (Doctoral dissertation, Universitas Mercu Buana Yogyakarta).
Hubungan Antara Psychological Well Being dengan Kepuasan Kerja Pada Karyawan Kontrak di Daerah Istimewa Yogyakarta
X₁: Psychological Well Being
Y: Job Satisfaction
Psychological Well Being affects Job Satisfaction
 14. Lumunon, R. R., Sendow, G. M., & Uhing Y. (2019) Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi, 7(4).
Pengaruh Work Life Balance, Kesehatan Kerja Dan Beban Kerja Terhadap Kepuasan Kerja Karyawan PT. Tirta Investama (Danone) AQUA Airmadidi
X₁: Work Life Balance
X₂: Workload
Y: Job Satisfaction
Work Life Balance and Workload affect Employee Job Satisfaction
 15. Meutia, Z., & Mauliza, P. (2022). Jurnal Mantik, 5(4), 2508-
The Effect Of Work-Life Balance On Job Satisfaction: Literature Review
X₁: Work Life Balance
Y: Job Satisfaction
Work-life balance affects job satisfaction

2513.

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|-----|---|--|---|---|
| 16. | Pranajaya, I. K. (2021) | Pengaruh Ketidaksopanan di Tempat Kerja terhadap Kepuasan Kerja (Studi Pada Karyawan PT. Samitex Sewon | X ₁ : Workplace Incivility
Y: Job Satisfaction | Workplace Incivility negatively affects Employee Job Satisfaction |
| 17. | Prasanthi, M. P., & Das V. T. (2022). | Work Life Balance a Strategic Tool for Job Satisfaction in Healthcare Sector An Empirical Study. | X ₁ : Work Life Balance
Y: Job Satisfaction | Work-life balance affects job satisfaction |
| 18. | Pratama, H. P., & Setiadi, I. K. (2021). Business Management Analysis Journal (BMAJ), 4(2), 145-159. | Pengaruh Work Life Balance Terhadap Kepuasan Kerja Karyawan Milenial Perusahaan Startup di Jakarta | X ₁ : Work Life Balance
Y: Job Satisfaction | Work Life Balance affects Employee Job Satisfaction |
| 19. | Rachmanadya, K.A., & Handoyo, S. (2022). Buletin Riset Psikologi dan Kesehatan Mental (BRPKM), 2(1), 280-291. | Pengaruh Workplace Incivility terhadap Kepuasan Kerja Karyawan Milenial dengan Kelelahan Emosional sebagai Variabel Mediator | X ₁ : Workplace Incivility
Y: Job Satisfaction | Workplace Incivility affects Employee Job Satisfaction |
| 20. | Tasema, J. K. (2018). Jurnal Maneksi, 7(1), 39-46. | Hubungan antara Psychological Well Being dan Kepuasan Kerjapada Karyawan di Kantor X. | X ₁ : Psychological WellBeing
Y: Job Satisfaction | Psychological Well Being affects Job Satisfaction |

The chosen articles were carefully selected based on their relevance to the research objectives and their contributions to the understanding of the factors influencing job satisfaction. By drawing upon a diverse range of literature sources, this study aims to provide a comprehensive and well-informed analysis of the relationships between these variables.

The literature review process involved critically analyzing the content of each selected article, identifying key findings, theories, and methodologies employed in previous research. This approach enabled the synthesis of existing knowledge and facilitated the identification of research gaps and potential avenues for further investigation.

In addition to the literature review, an empirical study will be conducted to gather primary data on the selected variables. The details of the empirical study, including the sample size,

research instruments, and data analysis techniques, will be described in the subsequent sections.

Overall, the combination of a literature review and empirical study provides a robust and comprehensive approach to investigating the relationships between Work-life Balance, Workplace Incivility Behavior, Psychological Well-being, Employee Assistance Program, and job satisfaction.

RESULTS AND DISCUSSION

1. The Role of Work Life Balance on Job Satisfaction

Employees expect to have an ideal work environment that allows a balance of work, family and social life. A person's existence in other things outside of work, namely in family and social life, makes him feel valuable because he has contributed what he has. This feeling of worth gives a sense of self-satisfaction. The balance of quality time sharing between the three, can

increase job satisfaction for employees (Prasanthi & Das, 2021).

The realization of work life balance cannot be separated from the role of the company to regulate its work system and meet employee expectations. Based on the results of research by Abdullah et al. (2022) on 207 employee respondents working at hotels in Raipur and Bilaspur stated that employees who are able to maintain a balance between work and personal life are more satisfied with work, characterized by increased productivity and performance at work. Job satisfaction by employees is also able to reduce employee retention and the realization of a comfortable work environment.

In another study of 300 employee respondents at the manager and staff level at 265 service companies in Ho Chi Minh City conducted by Anh & Tri (2022) concluded that when employees achieve work-life balance, there is a feeling of great pride in their leaders and companies, so that employees will be loyal and have a positive attitude towards work and the work environment. This will encourage employees to get job satisfaction. This attitude is very much needed for companies engaged in services, where the attitude of employees reflects the image of their products.

Work life balance is in line with the role of the Chairman in managing his company. Work balance is not only related to the division of time between work and personal life, but also related to the balance of workload, compensation, and placement of employees according to their competence, so that it affects employee job satisfaction (Silaban & Margaretha, 2021). In line with the results of this study, Meutia & Mauliza (2022) state that companies that provide opportunities for employees to contribute to their personal environment and pay attention to other balances both from clear job descriptions and providing compensation and health insurance are able to make employees feel safe and protected so that they can increase job satisfaction.

The results of this study are in line with previous research (Asgarian et al., 2022; Hebbbar, 2022; Lumunon et al., 2019; Pettifor et al., 2021; Pratama & Setiadi, 2021) which concluded that work life balance affects job satisfaction.

2. The Role of Workplace Incivility Behavior on Job Satisfaction

Being in a comfortable work environment is an expectation for every employee, because at least every employee in Indonesia spends 40 hours / week at work. A comfortable work environment is

formed from instilling the company's work values and culture towards its employees, but employees who come from different environmental backgrounds, education, age and experience have different acceptance in applying work values and culture in their daily attitudes and behaviors at work.

Based on Exhaustion & Dahri (2019) research on 315 respondents, it is stated that Workplace Incivility Behavior is a conflict of norms in the workplace in the form of disrespectful behavior and ignoring coworkers, bullying and gossiping among coworkers which has the potential to cause conflict between employees. Workplace Incivility Behavior makes employees feel uncomfortable in the work environment and vulnerable in achieving job satisfaction.

In line with Rachmanadya & Handoyo (2022) where Workplace Incivility Behavior will affect employee psychology. If the psychology is disturbed, it will be difficult for employees to focus on their performance achievements which ultimately lead to feelings of dissatisfaction with work. The findings of this study are in line with the research of Handoyo et al. (2018); Pranajaya (2021) which states that Workplace Incivility Behavior affects Job Satisfaction.

3. The Role of Psychological Well Being on Job Satisfaction

One of the factors that affect job satisfaction is individual factors consisting of psychological factors, namely a state where the individual has accepted himself well, has a life goal, develops positive relationships with others, and becomes an independent person, and is able to control the environment. This positive attitude is able to produce achievements at work and make employees motivated and satisfied with their work (Tasema, 2018).

Hardianto, Y., & Islamiati, N. (2021) in a study conducted on 47 honorary staff at the Mangunjaya Health Center, Pangandaran Regency stated that health workers who have high psychological well-being when working are able to feel happiness in everything they do so that satisfaction will be felt more when followed by the positive feelings they have. When honorary health workers have good psychological well being, it will also bind to their feelings when working to be more enthusiastic and not delay work then supported by the positive feelings they have, as well as coworkers who support each other so that it can be concluded that psychological well being will affect Job Satisfaction.

Psychological health views well-being as more than just an indicator of happiness, but also a personal ability to realize the potential to achieve psychological well-being. Employees in an interesting and challenging work environment will be motivated to produce superior performance, thus creating a feeling of satisfaction for employees at work (Ganna & Sholichah, 2022). The results of this study are in line with the research of Aden (2015); Kinaseh (2021) which states that psychological well being affects Job Satisfaction.

4. The Role of Employee Assistance Program on Job Satisfaction

The paradigm shift from human resources to human capital affects the employee management business process. Human resources are defined as a type of human management as a resource to help the organization achieve its goals, while human capital is defined as a type of human management as valuable capital owned and must be increased in value to offer benefits to the company. Therefore, companies began to actively map the problems experienced by employees through the Employee Assistance Program. In companies in developing countries in the United States, Japan, Singapore, and South Africa, Employee Assistance Program services are very helpful for companies to find solutions to individual employee problems that affect performance ((Nurhadi, 2020);(Roche et al., 2018)).

Recent studies from Federal Occupational Health show that Employee Assistance Program services are proven to increase employee productivity. Federal Occupational Health, a unit of the U.S Department of Health and Human Services (HHS), measured 4,800 research respondents who have Employee Assistance Program services in the organization where they work. The results of the study showed a 69.2% decrease in absenteeism, 22.8% in work presenteeism, and 10% in workplace distress. In addition, there was an increase of 2.8% in work engagement and 24.2% in job satisfaction. It cannot be denied that there is not much research related to Employee Assistance Programs in Asia, especially in Indonesia. Dave (2013) states that the Employee Assistance Program is a new concept in Asia so there are not many references to research on the need for an Employee Assistance Program (Yarmmani et al., 2021). This is in line with Kosala's (2013) statement that there is still no research in Indonesia regarding the Employee Assistance Program due to the fact that there are only a few Employee Assistance Program

consultants in Indonesia where the Employee Assistance Program is a new concept (Yarmmani et al., 2021).

CONCLUSION

The paradigm shift from human resources to human capital has a significant impact on employee management in the business process. Human resources are seen as a means of managing people to support an organization's goals, while human capital is viewed as valuable assets that need to be increased in value in order to benefit the company. Consequently, there is an urgent need for changes in employee management to prioritize their well-being.

Effective employee management begins with identifying individual employee problems, as these issues can hinder performance. Problems may arise from the employees themselves, the external environment, or the management system within the workplace. Psychological stress is one such issue that is now openly acknowledged and discussed. Focusing on mental health enables individuals to alleviate mental pressures. One of the main factors that negatively affect employees' mental health is work-related stress resulting from an imbalance between work and personal life. When time and energy are disproportionately devoted to work, employees may struggle to fulfill their roles and find satisfaction in their personal lives. Therefore, it can be concluded that work-life balance significantly impacts job satisfaction.

A comfortable work environment is crucial for employees to thrive in their jobs. This environment is created by instilling the company's values and culture among employees. However, employees from diverse backgrounds in terms of education, age, and experience may interpret and apply these values and culture differently in their daily attitudes and behaviors. Workplace incivility, such as disrespectful behavior, ignoring coworkers, bullying, and gossiping, can create conflict among employees. Workplace incivility undermines the work environment, leaving employees feeling uncomfortable and diminishing their job satisfaction. Hence, it can be concluded that workplace incivility significantly affects job satisfaction.

Psychological factors also play a role in job satisfaction. Psychological well-being encompasses self-acceptance, life goals, positive relationships with others, independence, and the ability to control one's environment. Individuals with high psychological well-being believe in their abilities, are motivated to maximize their potential,

and perform at their best, leading to greater job satisfaction.

In addition to individual and environmental factors, the employee management system also influences job satisfaction. The staffing department plays a crucial role in identifying and addressing employee issues through the Employee Assistance Program. Although Employee Assistance Program services have proven beneficial in countries like the United States, Japan, Singapore, and South Africa, their implementation in Indonesia is still limited due to the scarcity of Employee Assistance Program consultants and the concept being relatively new. Research conducted in countries with established Employee Assistance Programs has concluded that such programs significantly impact job satisfaction.

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