

THE INFLUENCE OF WORK-LIFE BALANCE AND ORGANIZATIONAL SUPPORT ON JOB SATISFACTION OF EMPLOYEES IN MEGAMALL MANAGEMENT AT KAWASAN MEGAMAS MANADO

PENGARUH KESEIMBANGAN KERJA-HIDUPAN DAN DUKUNGAN ORGANISASI TERHADAP KEPUASAN KERJA KARYAWAN PADA MANAJEMEN MEGAMALL DI KAWASAN MEGAMAS MANADO

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Abstract: This research aims to examine The Influence of Work-Life Balance and Organizational Support on Job Satisfaction of Employees in Megamall Management at Kawasan Megamas Manado. The study used a quantitative approach by distributing questionnaires to 30 respondents and analyzed the data using multiple linear regression with the help of SPSS software. The findings reveal that Work Life Balance has a significant influence on job satisfaction, while Organizational Support does not show a significant influence when analyzed individually. However, both variables together show a meaningful and significant impact on employee job satisfaction. These results align with Social Exchange Theory and Herzberg's Two-Factor Theory, indicating that employee satisfaction is not only shaped by one variable but by a combination of personal and organizational factors. The implication of this research highlights the importance for organizations to create policies that support employee balance and well-being, particularly in environments that demand high operational consistency.

Keywords: Work Life Balance, Organizational Support, Employee Job Satisfaction, Human Resource Management

Abstrak: Penelitian ini bertujuan untuk menguji Pengaruh Work Life Balance dan Organizational Support terhadap Kepuasan Kerja Karyawan Manajemen Megamall Kawasan Megamas Manado. Penelitian ini menggunakan pendekatan kuantitatif dengan menyebarkan kuesioner kepada 30 responden dan menganalisis data menggunakan regresi linier berganda dengan bantuan perangkat lunak SPSS. Temuan penelitian menunjukkan bahwa Work Life Balance memiliki pengaruh yang signifikan terhadap kepuasan kerja, sedangkan Organizational Support tidak menunjukkan pengaruh yang signifikan jika dianalisis secara individual. Namun, kedua variabel tersebut secara bersama-sama menunjukkan pengaruh yang bermakna dan signifikan terhadap kepuasan kerja karyawan. Hasil ini sejalan dengan Social Exchange Theory dan Two-Factor Theory milik Herzberg yang menunjukkan bahwa kepuasan karyawan tidak hanya dibentuk oleh satu variabel tetapi oleh kombinasi faktor personal dan organisasi. Implikasi dari penelitian ini menyoroti pentingnya bagi organisasi untuk membuat kebijakan yang mendukung keseimbangan dan kesejahteraan karyawan, terutama di lingkungan ritel yang menuntut konsistensi operasional yang tinggi.

Kata Kunci: Work Life Balance, Dukungan Organisasi, Kepuasan Kerja, Manajemen Sumber Daya Manusia

INTRODUCTION

Research Background

The dynamics of the global workforce have shifted significantly in recent decades due to rapid technological advancement and globalization. The emergence of the Fourth Industrial Revolution has transformed how organizations operate and how individuals perform their jobs. On one hand, technological innovation has increased productivity, flexibility, and efficiency; on the other, it has led to new challenges such as work overload, blurred boundaries between professional and personal life, and increased psychological demands on employees (Dube &

Ndofirepi, 2024; Schwab, 2016). In this evolving context, maintaining Work-Life Balance (WLB) has become an essential aspect of human resource management globally.

Work-Life Balance refers to an employee's ability to harmonize their work responsibilities with their personal and family life. Inability to achieve this balance can result in stress, fatigue, and eventually dissatisfaction with one's job. Conversely, when balance is achieved, employees tend to be more motivated, loyal, and productive. According to Udin et al. (2023), WLB significantly influences job satisfaction, showing that employees who manage their time effectively between work and personal life experience greater satisfaction and engagement.

Equally important to employee well-being is Perceived Organizational Support (POS), which describes the extent to which employees believe their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). When employees perceive that their organization supports them, they develop a sense of belonging and trust, which in turn fosters satisfaction and loyalty.

In the Indonesian context, organizational support is strongly influenced by cultural values such as collectivism, kinship, and mutual cooperation (Hofstede Insights, 2023). Support from organizations is not limited to the provision of facilities but also includes personal attention from supervisors, flexible working conditions, and a fair and humane work environment. Within the structure of a large management organization, the presence or absence of such support can greatly influence employee morale and job satisfaction.

This issue becomes especially relevant in institutions like Megamall Management at Kawasan Megamas Manado, which is responsible for overseeing the operations, facilities, safety, finance, human resources, and service quality across one of the largest commercial centers in North Sulawesi. The employees within the management division including roles in engineering, security, finance, HR, housekeeping, advertising, and operations work behind the scenes to ensure that the mall operates seamlessly. Their responsibilities are often intensive and span weekends and holidays, reflecting a continuous demand for performance and coordination.

Unlike the more visible retail staff employed by individual tenants, Megamall's management employees are part of the internal organizational structure, and their duties directly impact the mall's overall operational integrity. Notably, the employment system within Megamall requires that individuals work for a minimum of five consecutive years before they can be considered for promotion to permanent employee (pegawai tetap) status. This threshold ensures that only employees who have demonstrated long-term dedication and experience are granted job security and full employment benefits.

In this study, data was collected from 30 respondents who are all permanent employees of Megamall Management, each of whom has fulfilled the minimum five-year working requirement. These respondents were selected because they represent the core workforce that has sustained long-term operations and are most affected by the organization's internal policies and support systems.

Despite their essential role, there is limited academic research specifically examining job satisfaction among mall management personnel, as most studies tend to focus on either general office settings or retail frontline employees. This study addresses that gap by focusing on the internal workforce of Megamall Management and analyzing how their perception of work-life balance and organizational support impacts their job satisfaction.

This study is titled "The Influence of Work-Life Balance and Organizational Support on Job Satisfaction of Employees in Megamall Management at Kawasan Megamas Manado." It aims to assess the extent to which WLB and POS contribute to job satisfaction among permanent management employees. The choice of this population is not only relevant due to their strategic role but also because they represent long-term organizational investment having fulfilled the requirement of five years of continuous service. The findings of this research are expected to offer insights that inform more effective HR strategies tailored for management-level employees in high-demand operational environments.

Research Objectives

The purpose of this research are:

1. Analyze the simultaneous influence of Work-Life Balance and Organizational Support on employee job satisfaction at Megamall Management at Kawasan Megamas Manado.
2. Analyze the influence of Work-Life Balance on employee job satisfaction at Megamall Management at Kawasan Megamas Manado.
3. Analyze the influence of Organizational Support on employee job satisfaction at Megamall Management at Kawasan Megamas Manado.

Human Resource Management (HRM)

Based on the book Human Resource Management by Gary Dessler (2015), Human Resource Management (HRM) is a strategic and comprehensive approach to managing people within an organization. The primary goal of HRM is to enhance organizational effectiveness and productivity by improving individual and group performance. HRM encompasses not only administrative functions such as recruitment and payroll, but also strategic roles including employee development, performance management, compensation, labor relations, and overall employee well-being. According to Dessler (2015) HRM plays a vital role in formulating policies and work systems that support work-life balance, address employees' psychological conditions, and foster a supportive work environment.. Modern HRM emphasizes the strategic management of human capital as a valuable long-term asset to the organization. As such, HRM promotes a holistic and sustainable development of human resources.

Work-Life Balance (WLB)

Work-Life Balance (WLB) refers to an individual's ability to manage and allocate time and energy effectively between work demands and personal or family responsibilities. According to Mathis & Jackson (2010) in their book Human Resource Management, WLB is a critical indicator in modern HRM practices as it is directly related to employee well-being and job satisfaction. When organizations implement flexible work arrangements, provide sufficient leave, offer wellness programs, and support personal life priorities, employees are better able to fulfill dual roles without experiencing work-life conflict. This reduces stress levels, enhances work motivation, and fosters greater employee loyalty to the organization. Mathis & Jackson (2010) assert that organizations that actively support WLB demonstrate genuine concern for the holistic quality of life of their employees. This support contributes to higher employee retention, lower turnover, and a psychologically healthier work climate.

Organizational Support

Organizational Support refers to the degree to which employees believe that the organization values their contributions and cares about their well-being. As explained by Robbins & Judge (2017) in Organizational Behavior, this support may take the form of adequate resources, equitable work systems, open communication, and attentiveness to employees' psychological and social needs. When employees perceive that they are supported by the organization, they tend to feel appreciated and respected, leading to stronger affective commitment and higher job satisfaction. Organizational support also helps establish a positive work climate, improves trust among coworkers, and strengthens interpersonal relationships in the workplace. Robbins & Judge (2017) emphasize that employees' perceptions of support influence their attitudes and behaviors. The higher the organizational support, the more likely employees are to exhibit loyalty, active participation, and strong performance.

Job Satisfaction

Job Satisfaction is a positive emotional state resulting from the appraisal of various aspects of one's job. According to Robbins (2015) in his book Essentials of Organizational Behavior, job satisfaction reflects the extent to which individuals like or enjoy the work they do. Key factors influencing job satisfaction include work environment, interpersonal relationships, organizational policies, reward systems, and career development opportunities. Robbins (2015) notes that employees with high levels of job satisfaction tend to be more productive, demonstrate long-term commitment, and are less likely to engage in workplace conflict or counterproductive behaviors. Conversely, low job satisfaction can lead to work stress, burnout, and turnover. Therefore, creating a supportive work environment and providing fair recognition and opportunities for growth are essential strategies in modern HRM aimed at fostering employee satisfaction.

Previous Research

Mas-Machuca et al., (2016) investigated the relationship between work-life balance (WLB), organizational pride, and job satisfaction within a pharmaceutical organization in Spain. A survey of 374 employees revealed that supervisor support and job autonomy were significant predictors of WLB. Employees with greater balance between professional and personal roles exhibited stronger organizational pride and job satisfaction. This research emphasized how managerial practices that support employees' personal lives can generate higher levels of emotional attachment to the organization.

Morganson et al., (2010) Conducted in the U.S., this study compared job outcomes among employees working from different locations: home, headquarters, client site, and satellite offices. The results showed that

teleworkers and headquarters-based employees experienced higher job satisfaction and better WLB than others. Employees in centralized locations also reported stronger social inclusion. This study suggests that flexibility and a sense of inclusion are key factors in improving job satisfaction across diverse work settings.

Biswas & Bhatnagar, (2013) Using data from six Indian companies and 246 managers, this research analyzed how perceived organizational support (POS) and person-organization fit (P-O fit) influenced employee engagement, which in turn impacted job satisfaction and organizational commitment. Engagement acted as a key mediator, showing that when employees feel supported and aligned with organizational values, they are more involved, satisfied, and committed. The study highlights engagement as a psychological state crucial for fostering positive job attitudes.

Research Model

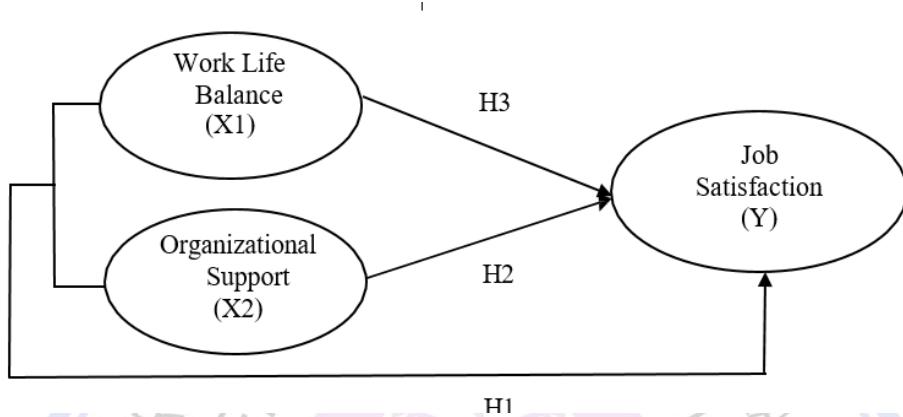


Figure 1. Research Model
Source: Literature Review

Research Hypotheses

H₁ : Work Life Balance and Organizational Support have an influence on Job Satisfaction at Megamall Management at Kawasan Megamas Manado.

H₂ : Organizational Support has an influence on Job Satisfaction at Megamall Management at Kawasan Megamas Manado.

H₃ : Work-Life Balance has an influence simultaneously on Job Satisfaction at Megamall Management at Kawasan Megamas Manado.

RESEARCH METHOD

Research Approach

A quantitative research approach is used to examine the relationship between variables through statistical analysis (Crewell, 2014). In this study, the quantitative method is applied to analyze the influence of work-life balance and organizational support on employee job satisfaction at Megamall Management at Kawasan Megamas Manado. This approach enables structured data collection and the use of numerical analysis to derive meaningful and measurable conclusions.

Population, Sample Size and Sampling Technique

Based on (Sugiyono, 2018:65), a population refers to a collection of individuals or subjects that possess specific qualities and characteristics defined by the researcher for study and from which conclusions are drawn. The population in this study consists of all employees working at Megamall Management at Kawasan Megamas Manado. According to Sugiyono (2018:67), a sample is a subset of the population that reflects its characteristics. This research employs a saturated sampling technique, wherein the entire population is selected as the sample. Consequently, the sample for this study comprises 30 employees. This study employs purposive sampling (Sekaran & Bougie, 2016), targeting employees who have worked for at least three months and are actively involved in daily operations. This ensures the relevance and reliability of responses regarding their perceptions of work-life balance, organizational

support, and job satisfaction.

Type of Data and Data Source

The study uses primary data collected directly from respondents via structured questionnaires. Data collection is conducted using structured questionnaires based on a Likert scale to assess perceptions of work-life balance, organizational support, and job satisfaction. As suggested by (Murray, 1999), structured instruments enhance data validity and analysis consistency.

Operational Definition and Measurement of Research Variable

Table 1. Operational Definition of Research Variables

Variable	Definition	Indicators
Work-Life Balance (X1)	Work-Life Balance refers to the extent to which operational employees at Megamall Management at Kawasan Megamas Manado can balance the demands of their job with their personal and family life. It reflects how effectively employees manage time for both work and personal needs, handle personal matters despite work obligations, and avoid work-related interference in their private lives consistent with their perception of time balance, personal management, and life separation.	<ol style="list-style-type: none"> 1. Balance of time between work and family 2. Ability to manage personal matters despite work demands 3. Work does not disrupt private life.
Organizational Support (X2)	Organizational Support is defined as the degree to which employees at Megamall Management at Kawasan Megamas Manado perceive that the organization provides assistance and values their well-being. It includes how the organization helps employees during personal or job-related issues, whether supervisors demonstrate care, and whether fair treatment is consistently applied mirroring support access, managerial concern, and fairness in organizational policies.	<ol style="list-style-type: none"> 1. Organization provides help during personal or work issues 2. Supervisor shows concern for employee welfare 3. Fair treatment from the organization
Job Satisfaction (Y)	Job Satisfaction refers to the emotional and psychological contentment that operational employees at Megamall Management at Kawasan Megamas Manado feel toward their job. This includes their satisfaction with salary and benefits, enjoyment of daily work tasks, and the quality of their relationships with colleagues highlighting affective responses to compensation, job roles, and workplace social climate.	<ol style="list-style-type: none"> 1. Feeling happy with salary and compensation 2. Enjoyment of daily job tasks 3. Good relations with colleagues

Testing of Research Instruments

Validity Test

Validity refers to the degree to which an instrument measures what it is intended to measure (Sugiyono, 2013). In this study, validity testing is carried out using the Pearson product-moment correlation, which examines the correlation between each item score and the total score of the related variable. An item is considered valid if the significance value (p-value) is less than 0.05. This process is used to confirm that each question on the questionnaire accurately reflects components of the variables: work-life balance, organizational support, and job satisfaction. Valid instruments are essential to ensure that the results are based on credible data.

Reliability Test

Reliability indicates the consistency of a measurement instrument. An instrument is considered reliable if it produces stable and consistent results when repeated under the same conditions (Sekaran & Bougie, 2016). In this study, the Cronbach's Alpha coefficient is used to test the reliability of the variables. According to Ghazali (2011), a Cronbach's Alpha value of ≥ 0.70 indicates a high level of internal consistency. If the results meet or exceed this threshold, the questionnaire can be deemed consistently reliable in measuring the perceptions of respondents regarding the research variables.

Data Analysis Method

Test of Classical Assumptions

Normality Test

The normality test is used to assess whether the residuals (error terms) in the model are normally distributed. According to Santoso (2018), this is essential because regression analysis assumes normal distribution of residuals for valid parametric testing. In this study, normality testing is performed on the variables work-life balance, organizational support, and job satisfaction to ensure that the data distribution supports unbiased hypothesis testing.

Multicollinearity Test

Multicollinearity occurs when two or more independent variables are highly correlated, which can distort the estimation of regression coefficients and reduce model reliability. Ghazali (2011) suggests using Variance Inflation Factor (VIF) and Tolerance values to detect multicollinearity. In this study, the test is used to ensure that work-life balance and organizational support independently affect job satisfaction, without overlapping influences.

Heteroscedasticity Test

Heteroscedasticity refers to unequal variance of residuals across levels of an independent variable. This violates one of the core assumptions of linear regression and can lead to inefficient estimations. According to Ghazali (2011), the Glejser test or visual scatterplot analysis can be used to detect heteroscedasticity. This study conducts the test to confirm that the residuals from the regression model are evenly distributed, thereby strengthening the accuracy of the results.

Multiple Linear Regression Analysis

Multiple linear regression is used to determine the influence of more than one independent variable on a single dependent variable (Sugiyono, 2013). In this study, it is used to measure the combined effect of work-life balance (X_1) and organizational support (X_2) on job satisfaction (Y). The regression equation used is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Where:

- Y = Job Satisfaction
- X_1 = Work-Life Balance
- X_2 = Organizational Support
- α = Constant
- β_1, β_2 = Regression Coefficients
- e = Error Term

Hypothesis Testing

T Test (Partial Test)

The t-test is used to determine the significance of each independent variable's individual contribution to the dependent variable. If the significance value (p-value) of a variable is less than 0.05, it is concluded that the variable has a significant partial effect. In this research, the t-test determines whether work-life balance or organizational support significantly influence job satisfaction on their own.

F Test (Simultaneous Test)

The F-test examines the combined effect of all independent variables on the dependent variable. If the F significance value is less than 0.05, the independent variables simultaneously have a significant impact on the dependent variable. In this study, the F-test confirms whether work-life balance and organizational support together influence employee job satisfaction at Megamall Management at Kawasan Megamas Manado

RESULT AND DISCUSSION

Research Result

Validity Test

All statement items in Variable X1, X2, and Y = Valid

Reliability Test

Variable X1, X2 and Y = Reliable

Normality Test

One-Sample Kolmogorov-Smirnov Test		
N		30
Normal Parameters ^{a,b}		.0000000
Mean		.0000000
Std. Deviation		2.64968202
Most Extreme Differences		
Absolute		.158
Positive		.129
Negative		-.158
Test Statistic		.158
Asymp. Sig. (2-tailed) ^c		.056
Monte Carlo Sig. (2-tailed) ^d		.054
99% Confidence Interval		
Lower Bound		.049
Upper Bound		.060

^a. Test distribution is Normal.
^b. Calculated from data.
^c. Lilliefors Significance Correction.
^d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 926214481.

The significance value or Asymp. Sig (2-tailed) obtained is 0.056, which is greater than 0.05. Therefore, it can be concluded that the data in this study are normally distributed.

Multicollinearity Test

Coefficients ^a			
Model	Collinearity Statistics		
	Tolerance	VIF	
1	TOTAL_X1	.552	1.813
	TOTAL_X2	.552	1.813

a. Dependent Variable: TOTAL_Y

The purpose of the multicollinearity test is to check whether the independent variables in the study (Work-Life Balance and Organizational Support) are too closely related to one another. If the variables are highly correlated, it can affect the accuracy of the regression analysis. This test uses two indicators: Tolerance and Variance Inflation Factor (VIF). If the Tolerance value is above 0.1 and the VIF is below 10, it means there is no multicollinearity problem. Based on the results, both variables met these criteria. Therefore, it can be concluded that there is no multicollinearity issue in this model, and both variables can be analyzed separately and reliably in predicting job satisfaction.

Heteroscedasticity Test

Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
	B	Std. Error	Beta			
1	(Constant)	1.734	3.456		.502	.620
	TOTAL_X1	.089	.110	.207	.811	.425
	TOTAL_X2	-.092	.117	-.200	-.783	.441

a. Dependent Variable: ABS_RES

The heteroscedasticity test aims to ensure that the spread or variance of errors (residuals) in the regression model is consistent. In other words, this test checks whether the data used produces stable and even results. This study used the Glejser test to assess heteroscedasticity. The decision rule is: if the significance value of each

independent variable is greater than 0.05, it means there is no heteroscedasticity problem. From the test, all variables showed significance values above 0.05. This indicates that the regression model is free from heteroscedasticity, meaning the data used is appropriate and the results can be considered reliable.

Multiple Linear Regression Test

Coefficients ^a						
Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
	B	Std. Error	Beta			
1	(Constant)	11.343	4.641		2.444	.021
	TOTAL_X1	.454	.147	.530	3.086	.005
	TOTAL_X2	.260	.158	.283	1.647	.111

a. Dependent Variable: TOTAL_Y

Based on the results of the multiple linear regression test shown in Table 4.8, the following regression model can be developed:

$$Y = 11.343 + 0.454X1 + 0.260X2 + e$$

1. The constant value of 11.343 indicates that if the variables Work-Life Balance and Organizational Support are absent or equal to zero, the Job Satisfaction value would be 11.343.
2. The regression coefficient for X_1 (Work-Life Balance) is 0.454, meaning that each one-unit increase in Work-Life Balance leads to an increase of 0.454 in Job Satisfaction. The significance value is 0.005 (< 0.05), which means that Work-Life Balance has a partially significant effect on Job Satisfaction. The positive coefficient indicates a direct (positive) relationship between Work-Life Balance and Job Satisfaction.
3. The regression coefficient for X_2 (Organizational Support) is 0.260, meaning that each one-unit increase in Organizational Support increases Job Satisfaction by 0.260. However, the significance value is 0.111 (> 0.05), indicating that Organizational Support does not have a significant partial effect on Job Satisfaction. Although the relationship is positive, it is not statistically significant.

Hypothesis Testing

T Test

X_1 has a significant effect because t-count $>$ t-table ($3.086 > 2.051$) and sig ($0.005 < 0.05$)
 X_2 does not have a significant effect because t-count $<$ t-table ($1.647 < 2.051$) and sig ($0.111 > 0.05$)

F Test

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	260.396	2	130.198	17.266
	Residual	203.604	27	7.541	
	Total	464.000	29		

a. Dependent Variable: TOTAL_Y

b. Predictors: (Constant), TOTAL_X2, TOTAL_X1

Simultaneously, X_1 and X_2 have a significant effect on Y because the F- count $>$ F-table ($17.266 > 3.354$) and the significance value is ($0.001 < 0.05$).

Discussion

Work Life Balance toward Employee Job Satisfaction

Work Life Balance (WLB) is a condition in which individuals can effectively manage time and energy between work responsibilities and personal or family life. According to Mathis and Jackson (2010), work life balance

allows employees to meet both professional and private demands in a way that enhances overall well-being. In the context of employment at Megamall Management, most employees are engaged in operational roles with fixed schedules and service-related tasks. These conditions make WLB a relevant and critical factor influencing their day-to-day experiences. The results of this study show that Work Life Balance has a significant influence on Employee Job Satisfaction. Employees who feel that they have sufficient time to take care of their family, engage in personal activities, and recover from job-related fatigue tend to show higher satisfaction with their job. This indicates that WLB is not merely a lifestyle concern but an organizational factor that directly affects how employees perceive their roles and the value of their work. This finding is supported by Buonomo et al. (2024), who emphasized that employees with strong work life balance report more positive emotional states and higher work engagement, which are directly linked to job satisfaction. In their study, it was also noted that WLB serves as a psychological buffer against stress, especially in demanding work environments. Employees who maintain a sense of balance experience fewer conflicts between their professional and personal identities, which fosters positive feelings toward their job. Similarly, Maan et al. (2020) highlighted that work life balance improves job-related attitudes such as satisfaction, motivation, and organizational commitment. Their research found that organizations which facilitate employee balance through supportive scheduling, leave flexibility, and reasonable workloads are more likely to retain employees and enhance their performance. These findings align with the context of Megamall Management, where long-serving employees who feel supported in managing personal responsibilities are more likely to stay engaged and satisfied. From a theoretical perspective, the role of WLB in shaping satisfaction is supported by Herzberg's Two-Factor Theory, where balance can be categorized as a hygiene factor. Although it may not directly motivate employees, the absence of balance leads to dissatisfaction. Additionally, based on Maslow's hierarchy of needs, WLB supports the fulfillment of safety and social needs, which form the foundation of personal growth and workplace happiness. In practice, Megamall management can improve employee satisfaction by ensuring that work schedules are fair and considerate of employees' personal commitments. For example, providing consistent days off, accommodating personal leave requests, and avoiding overburdened shift patterns are strategies that demonstrate the company's awareness of balance. Supervisors play a vital role by showing flexibility and empathy when employees face personal challenges outside of work. In conclusion, this study confirms that Work Life Balance is a key determinant of Employee Job Satisfaction. Supported by empirical findings from Buonomo et al. (2024) and Maan et al. (2020), the results suggest that fostering WLB not only benefits individual employees but also contributes to a healthier, more sustainable organizational environment.

Organizational Support toward Employee Job Satisfaction

Organizational Support is defined as the perception that employees have regarding how much the organization values their contributions and cares about their well-being. Eisenberger et al. (1986) describe this concept as Perceived Organizational Support (POS), which reflects the extent to which employees believe their organization provides both emotional and instrumental resources. In the context of Megamall Management at Kawasan Megamas Manado, organizational support can manifest through fair leadership, responsive supervision, appropriate workload distribution, and attentiveness to employee needs in both work-related and personal matters. However, based on the results of this study, it was found that Organizational Support does not have a significant partial effect on Employee Job Satisfaction. This result is not in line with the initial hypothesis, which stated that Organizational Support would significantly influence job satisfaction. The discrepancy between the hypothesis and the findings indicates that, although Organizational Support is conceptually expected to improve satisfaction, in practice it was not perceived strongly enough by employees to produce a measurable effect on their job satisfaction. There are several possible reasons for this. First, the organizational support that exists may not be consistently implemented or not tailored to the specific needs of employees in operational roles. Support initiatives may exist in policy but may not be effectively communicated or felt in day-to-day work experiences. Second, employees may prioritize other factors, such as work-life balance, job stability, or compensation, more highly than emotional or managerial support, thus reducing the observable impact of organizational support on their satisfaction levels. This result contrasts with several previous studies. For instance, Maan et al. (2020) showed that perceived organizational support could significantly increase employee satisfaction by fulfilling psychological needs and reducing work-related anxiety. Similarly, Buonomo et al. (2024) emphasized that support from the organization acts as a psychological safety net, especially in emotionally demanding roles. However, this study suggests that such positive effects may not always manifest if employees do not perceive the support as strong, personal, or consistent. From a theoretical perspective, Social Exchange Theory (Blau, 1964) explains that when employees perceive favorable treatment by the organization, they are more likely to reciprocate through positive attitudes such as job satisfaction. Nevertheless, this reciprocal relationship only occurs when support is clearly recognized and appreciated. If

organizational efforts are seen as insufficient or merely formalities, they may not foster the emotional bond required to enhance satisfaction. In the specific context of Megamall management, where employees may face repetitive tasks, limited flexibility, and minimal career advancement, organizational support may not be enough on its own to influence how they feel about their jobs. Employees might require more tangible changes in their working conditions or greater autonomy to experience significant improvements in satisfaction. In conclusion, this study reveals that Organizational Support, although theoretically important and widely supported in previous research, does not significantly influence job satisfaction when assessed individually in this setting. This finding highlights the need for organizations not only to provide support but also to ensure that such support is visible, genuine, and aligned with employee expectations. A more personalized and consistent approach to organizational support may be necessary to positively impact employee satisfaction in future efforts.

The Influence of Work Life Balance and Organizational Support on Employee Job Satisfaction (Simultaneously)

Job satisfaction is influenced not only by individual factors such as work life balance or by organizational elements such as perceived support but also by the interaction between the two. In a modern organizational context, especially in service industries like retail, employee satisfaction emerges from a complex interplay of personal well-being and institutional support. This study analyzed the simultaneous effect of Work Life Balance and Organizational Support on Employee Job Satisfaction and found that both variables together have a significant impact. The results suggest that employees who are able to balance their work and personal lives while also receiving adequate support from their organization are more likely to be satisfied with their jobs. This dual condition fosters both emotional security and psychological readiness to engage at work. It also creates an environment where employees feel that their individual needs are not sacrificed for the sake of organizational performance. The study by Buonomo et al. (2024) supports this view, highlighting that the combination of work life balance and organizational support produces synergistic effects on job satisfaction. They emphasize that balance allows employees to feel restored and motivated, while support ensures that they are not navigating work challenges alone. Together, these conditions form a foundation for sustained engagement and satisfaction. In situations where only one of these elements is present, the positive effect tends to be weaker. For example, employees who experience balance but feel unsupported may still experience dissatisfaction due to feelings of isolation or underappreciation. Similarly, Maan et al. (2020) argue that the joint presence of supportive leadership and individual balance enhances job satisfaction more significantly than either factor alone. In their study, they demonstrated that organizations that cultivate both supportive environments and flexibility for employees' personal needs report higher levels of satisfaction, reduced turnover intentions, and improved organizational commitment. This reinforces the conclusion that employee satisfaction cannot be viewed through a single-variable lens but must be understood through integrated human resource practices. From a theoretical standpoint, this simultaneous influence can be interpreted using Herzberg's Two-Factor Theory and Social Exchange Theory. Herzberg's framework suggests that both factors when fulfilled prevent dissatisfaction and support motivation. Work life balance addresses employees' hygiene needs such as stress reduction and time management, while organizational support aligns with motivational needs like recognition and fairness. Meanwhile, Social Exchange Theory (Blau, 1964) explains that when employees receive both personal and organizational resources, they are more likely to respond with increased satisfaction and positive organizational behaviors. In the operational setting of Megamall management, the integration of both variables is especially crucial. Employees frequently interact with customers, manage workloads under time constraints, and operate in teams. A lack of balance can lead to fatigue, while a lack of support can lead to frustration. However, when the two are present simultaneously when schedules are fair and management is attentive employees experience a sense of control, trust, and psychological safety. This fosters a more satisfying and meaningful work environment. Furthermore, the demographic composition of employees in this study many of whom have long tenure and family responsibilities strengthens the need for simultaneous attention to both variables. Long-serving employees require organizational systems that respect their personal commitments while continuing to support their evolving work roles. Megamall management, as a service-based commercial hub, must therefore align operational efficiency with human-centered practices to retain a satisfied and productive workforce. In conclusion, the joint influence of Work Life Balance and Organizational Support on Employee Job Satisfaction is not only statistically significant but also practically relevant. Supported by findings from Buonomo et al. (2024) and Maan et al. (2020), the results of this study affirm that a combination of personal and organizational well-being factors creates optimal conditions for job satisfaction. Organizations that seek to improve satisfaction should design HR strategies that address both dimensions simultaneously acknowledging that satisfaction arises from the whole experience of being valued, supported, and balanced at work.

CONCLUSION AND RECOMMENDATION**Conclusion**

This study was conducted to examine The Influence of Work-Life Balance and Organizational Support on Job Satisfaction of Employees in Megamall Management at Kawasan Megamas Manado. Based on the results of data analysis and discussion, several conclusions can be drawn as follows:

1. Work Life Balance influences Employee Job Satisfaction. Employees who are able to manage their time between work responsibilities and personal life experience greater satisfaction in their jobs. A balanced lifestyle reduces stress and enhances employees' positive perception of their work environment.
2. Organizational Support does not influence Employee Job Satisfaction when measured individually. Although the presence of organizational support is important, its impact on satisfaction may depend on other complementary factors. In this study, support alone was not sufficient to increase satisfaction levels significantly.
3. Work Life Balance and Organizational Support influence Employee Job Satisfaction. When both factors are considered together, they contribute positively to improving employee satisfaction. The integration of balance and perceived support creates a more holistic and supportive work experience, which in turn fosters satisfaction.

Recommendation

Based on the results of the research and the conclusions drawn, the following specific and practical recommendations are proposed:

1. For the Company (Megamall Kawasan Megamas Manado). The company is advised to develop and implement policies that enhance Work Life Balance among its employees. This includes offering more flexible working hours, clear workload distribution, and fair shift management. By doing so, the company can foster greater job satisfaction and improve overall employee performance and retention.
2. For Management and Human Resource Departments. Although Organizational Support was not found to have a significant independent influence on job satisfaction, it should still be prioritized in daily operations. Management must provide clear communication, timely feedback, and emotional support to employees. Programs such as employee recognition, counseling, and team-building can reinforce positive perceptions of support and strengthen workplace morale.
3. For Academic Researchers and Institutions. This study adds to the literature on Human Resource Management, particularly in the Indonesian retail service sector. It offers empirical evidence that supports the integration of Work Life Balance and Organizational Support as constructs in explaining job satisfaction. Future academic studies can build on this framework and explore other moderating or mediating variables that may deepen the understanding of employee satisfaction dynamics.
4. For Policy Makers or Practitioners in Retail and Services Sector: This study emphasizes the need for strategic human resource policies that balance operational efficiency with employee well-being. Stakeholders in similar work environments can adopt this research as a reference in developing HR interventions focused on improving employee job satisfaction as part of broader organizational development efforts.
5. For Future Researchers. It is recommended to expand future research by including different industries or locations for comparison, using larger sample sizes, or incorporating qualitative methods such as interviews or focus groups. Researchers may also consider exploring additional variables such as leadership style, motivation, or psychological safety to provide a more comprehensive view.

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