

The Influence of Quality of Work Life and Happiness at Work-on-Work Life Balance with Job Satisfaction as a Mediating Variable Study at the Regional Financial Management Agency of Pariaman City and Padang Pariaman Regency

Ririn Silatarina Irjayanti^{1*}, Rino²

Universitas Negeri Padang, Indonesia

Corresponding Author: Ririn Silatarina Irjayanti ririnirjayanti@gmail.com

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ABSTRACT

This study uses job satisfaction as a mediating variable to examine how happiness at work (HaW) and Quality of work life (QWL) affect Work-life balance (WLB). For 104 respondents, the Regional Financial Management Agency of Pariaman City and Padang Pariaman Regency, West Sumatera Province, employs a quantitative approach using the Structural Equation Modeling (SEM-PLS) approach. The findings indicate that whereas HaW has no direct impact on WLB, it does have a large indirect impact through the mediation of job satisfaction. In contrast, QWL has a considerable and favorable impact on WLB both directly and indirectly. This study's practical implications include how crucial it is for public sector firms to raise employee satisfaction and work environment quality in order to promote work-life balance and boost organizational success.

INTRODUCTION

Because of the increasing complexity and dynamic nature of job demands, the paradigm for analyzing the connection between professional and private life has changed in the modern period. Happiness at work (HaW) and Quality of Work life (QWL) are two significant factors that influence Work-life Balance (WLB) and a worker job satisfaction. Because work-life balance can affect reduced productivity, elevated stress levels, and the likelihood of employee burnout, it is not just an individual problem but also an organizational one (Greenhaus & Allen, 2011).

Organizations that are able to create a work-life balance will increase positive mental support for employees, so they tend to feel happy and more productive. Happiness at Work has also been shown to play an important role in improving employee performance and loyalty (Syarifi et al., 2019)

According to Carlson in (Afroz, 2017) QWL is a collaborative process between individuals and organizations to achieve common goals through the development of resource capacity, both individually and institutionally.

This phenomenon is increasingly relevant in the public sector, especially in government agencies such as the Regional Financial Management Agency of Pariaman City and Padang Pariaman Regency, where the demands of accountability for regional financial management require optimal performance without sacrificing employee welfare.

As an institution that carries out financial management and regional revenue, the Regional Financial Management Agency of Pariaman City and Padang Pariaman Regency has the authority and responsibility to produce accurate and timely information. The strategic role of these two institutions is vital in ensuring transparency, accountability, and effectiveness of regional financial resource management to support sustainable development. The operational dynamics of these two institutions are characterized by high complexity, including regional revenue targets, pressure to meet transparency standards, and responses to strict financial audit demands. Intensive workloads, rigid working hours, and expectations of sustainable performance have the potential to trigger physical and psychological tension, resulting in an imbalance between work demands and employee personal well-being. (Rizki et al., 2024).

Aruldoss et al., (2021) discovered that QWL reduces work stress but increases job satisfaction, work-life balance, and work commitment. They also determined that work satisfaction mediates QWL and work-life balance. Conversely, Syahbana et al., (2022) proffered contrary findings: whereas QWL and organizational climate increase job satisfaction, said satisfaction does not independently lead to work-life balance.

Although many studies have explored QWL and Happiness at Work, the understanding of the dynamic interaction between the two concepts and their cumulative impact on Work-Life Balance and job satisfaction as a mediating variable has not been comprehensively mapped. On the other hand, several studies also show inconsistencies in the findings, indicating the need for deeper exploration to understand the complexity of the relationship between these variables. Based on the description above with the existence of phenomena and

research gaps in previous studies, the researcher wants to decide on the title "The influence of Quality of Work Life and Happiness at Work-on-Work Life Balance with Job Satisfaction as a Mediating Variable on Employees of the Regional Financial Management Agency of Pariaman City and Padang Pariaman Regency".

LITERATURE REVIEW

Work Life Balance

Work-life balance is a way of working that includes all professional, personal, family, spiritual and life aspects (Widada, & Aruman, 2020). According to McDonald & Bradley in Kurniati (2021) three components exist in work life balance, which are Time balance, Engagement balance, and Satisfaction balance. Fisher et al., (2013) highlighted that work-life balance has several important components. This involves the integration of four main areas of a person's life including personality characteristics, work, family and attitudes.

Quality of Work Life

According to Carlson in Afroz (2017) Quality of Work-Life is considered as a goal (organizational commitment to work improvement), a process (involvement of people in the organization to realize these goals through individual and organizational development methods in the process) and a philosophy (recognizing the dignity of individuals in the organization). Meanwhile, according to Soetjipto (2017) quality work life is a form of order from the entire work process to the achievement of sustainable, balanced, and humane work results.

Work Quality Fair compensation, comfortable and safe working conditions, career development opportunities, positive interpersonal relationships, acknowledgment of contributions, and decision-making participation are some of life's signs. (Robbins, 2002).

Happiness at Work

Employees that are content at work are more happy to perform well in order to increase productivity, claim Syarifi et al., (2019). Happiness at work can be an experience for every worker with work dynamics that are components of job satisfaction, dispositional, affective organizational commitment, individual involvement, responsibility, individual well-being, feelings, progress, and support (Singh & Aggarwal, 2017).

According to C. D. Fisher (2010) There are various factors that contribute to happiness at work, including: 1) Trust in the Work Environment, 2) Self-Esteem at Work, 3) Comfort in the Work Environment. According to studies, the three main elements of the complex idea of pleasure at work are affective organizational commitment, job satisfaction, and engagement (Salas-Vallina & Alegre, 2018).

Job Satisfaction

According to Luthans (2012) the most significant employee attitude is job satisfaction, which stems from views of how successfully one's labor yields results. The results of the perception in question are related to the satisfaction felt by each individual towards the work that has been done or the targets that have been achieved. Job satisfaction is positively correlated with increased productivity and employee commitment to the organization, while being inversely proportional to the level of absenteeism and turnover (employee turnover).

Job satisfaction indicators according to Luthans (2012) have 6 dimensions, including the following: 1) The actual work, 2) Compensation, 3) Advertising, 4) Oversight, 5) The team at work and 6) The working environment.

The Influence of Quality of Work Life on Work Life Balance

Quality of work life is a form of order from the entire work process to the achievement of sustainable, balanced, and humane work results (Soetjipto, 2017). Greenhaus et al., (2003) research indicates that people who are able to balance their personal and work life (work-life balance) are more likely to be satisfied with their work and less troubled by performing two roles. If this can be done, employees can focus on work, then the impact will also be on increased performance.

According to Aruldoss et al., research findings from 2021, that a high quality of work life strongly boosts an employees sense of balance between job and personal time. Additionally, study by Jelita (2023) reached the same conclusion, showing that good work-life conditions also feed a healthier overall balance.

H1: Quality of work life has a positive and significant impact on Work-life balance

The Influence of Happiness at Work on Work Life Balance

Happiness at work is characterized by a sense of contentment from feeling appreciated and well-treated, as well as a sense of relaxation from having positive work relationships and professional advancement. According to Pryce-Jones (2010), employee enthusiasm for their work can be interpreted as job satisfaction since it motivates them to give their best effort.

Work life balance can also affect a person's level of happiness at work. Employee satisfaction at work can be effectively increased by striking a balance between work and family, according to the study's findings. The flexibility that companies or organizations provide to employees in managing time between work and family, especially for female employees, greatly influences the level of employee happiness at their workplace. (Ratnaningsih & Prasetyo, 2019)

H2: Happiness at Work has a positive and significant effect on Work Life Balance

The Influence of Quality of Work Life on Job Satisfaction

According to Luthans (2012) "the concept of individual satisfaction is expressed in Quality of Work life". As the Quality of Work Life concept makes evident, respect for human resources is essential in the workplace. Enhancing the

workplace is essential if the company wants to raise the standard of living for its employees in a methodical and caring way.

Job satisfaction is positively impacted by quality of work life, according to the findings of a study by Bhavani & Jegadeeshwaran (2014) on Job Satisfaction and Quality of Worklife.

H3: Quality of Work Life has a positive and significant effect on Job Satisfaction

The Influence of Happiness at Work on Job Satisfaction

According to Agustien & Soeling (2020), every person is inherently at ease when they are happy and generally in a healthy psychological state, which is demonstrated by high levels of life satisfaction, positive states, and low levels of negative emotions (Carr, 2003). A high degree of positive impact would often result in improved performance.

Employee job satisfaction has been shown to be positively and significantly impacted by workplace happiness. According to the results, job satisfaction will rise in proportion to how happy employees are in their jobs. Likewise, the lower the level of employee happiness towards their work tends to decrease Job Satisfaction (Siti Nuril Huda, 2023).

H4: Job satisfaction is positively and significantly impacted by workplace happiness.

The Influence of Job Satisfaction on Work Life Balance

In order to improve employee motivation, reduce stress, and cultivate good emotions that support a healthy balance between work obligations and personal interests, job satisfaction is essential.

Numerous studies by Haar et al., (2014) have shown a positive correlation between work-life balance and job satisfaction. Employees who derive fulfillment from their occupations exhibit a heightened capacity to effectively manage their time and energy resources, enabling them to savor their personal lives without being encumbered by the demands of their professional endeavors.

H5: Job Satisfaction exerts a positive and statistically significant influence on Work Life Balance

Job Satisfaction Mediates Quality of Work Life on Work Life Balance

According to Aruldoss et al., (2021) showed work-related stress, job satisfaction, and work dedication all play a part in mediating the relationship between work-life balance and quality of work-life. This means that Quality of Work Life affects Work Life Balance not only directly but also through its influence on stress, satisfaction, and commitment.

Job satisfaction acts as a mediator because good QWL does not directly guarantee optimal work-life balance. However, when QWL increases job satisfaction, employees become more able to manage the demands of work and personal life harmoniously. In other words, job satisfaction becomes a bridge that connects QWL with work-life balance (Greenhaus et al., 2003).

H6: The relationship between work-life balance and quality of work-life is mediated by job satisfaction.

Job Satisfaction Mediates Happiness at Work on Work Life Balance

Happiness at work refers to the positive feelings, engagement, and emotional satisfaction that employees experience while working. Employees are more likely to be content with their jobs when they are happy at work because they find fulfillment and meaning in the work they do (C. D. Fisher, 2010).

Additionally, a study by Haar et al. (2014) discovered that the relationship between work-life balance and job satisfaction is mediated by job satisfaction. Happy workers are more likely to be content at work, which eventually helps them better balance their personal and professional lives.

H7: The relationship between work-life balance and happiness at work is mediated by job satisfaction.

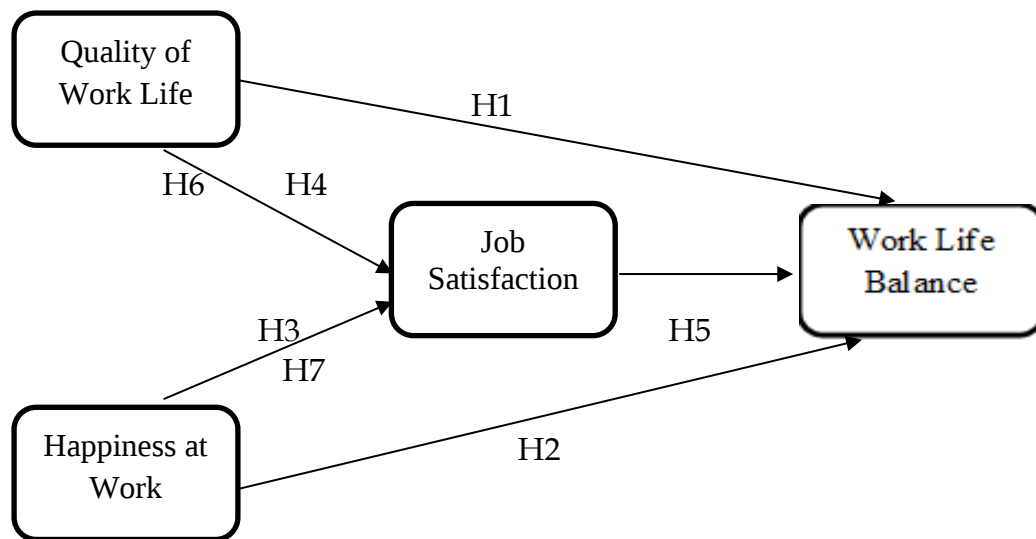


Figure 1. Conceptual Framework

METHODOLOGY

In this study, a quantitative research methodology was employed, and primary data was the data type. According to Sekaran & Bougie (2016) define primary data as information gathered straight from the source for a particular study goal. The study was conducted on employees of the Regional Financial Management Agency of Pariaman City and Padang Pariaman Regency.

This study uses a sampling technique strategy based on simple random sampling. Sujarweni (2021) defines basic random sampling as selecting populations and sample members at random without taking into account the population's stratification. Data collection was carried out through digital forms or google forms on 104 respondents selected as research samples. Data processing and analysis were carried out using the Partial Least Square (PLS) 4 software program based on the Structural Equation Modeling (SEM) method. The analysis carried out included validity and reliability tests, convergent and discriminant validity tests, and hypothesis testing with bootstrapping.

RESEARCH RESULT

Measurement Model Test (Outer Model)

Construct validity and reliability are assessed using this model. Composite reliability for the indicator block and the convergent and discriminant validity of its indicators are used to assess this model (Hair et al., 2014).

The form of the design route diagram for the inner and outer models of the study is described as follows:

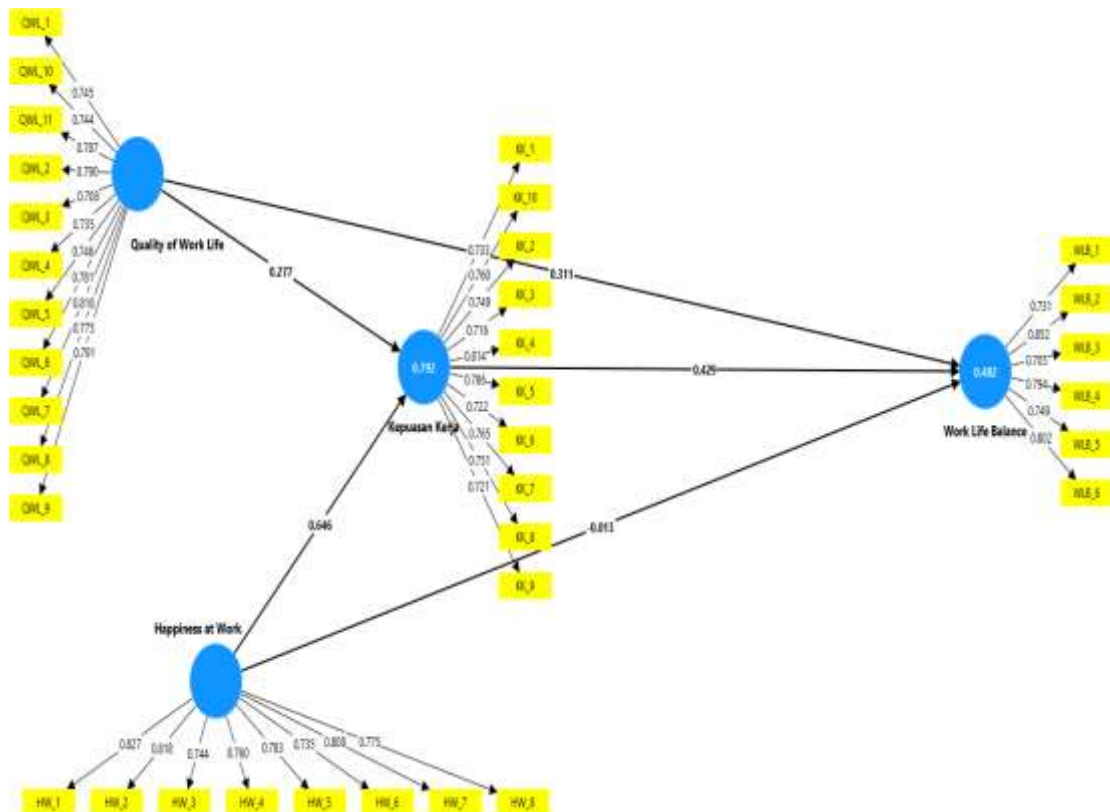


Figure 2. Structural equation modeling (SEM) analysis

The figure above illustrates a structural equation modeling (SEM) analysis diagram that examines the relationship between quality of work life and happiness at work on work life balance both directly and indirectly through job satisfaction as a mediating variable. This diagram shows that quality of work life positively affects work life balance with a path coefficient of 0.311 while happiness at work has a negative impact on work life balance with a path coefficient of -0.013 which indicates that happiness at work does not significantly affect work life balance.

With path coefficients of 0.277 and 0.646, respectively, quality of work life and happiness at work have a significant and positive impact on job satisfaction, with the effect of happiness at work being larger. With a path coefficient of 0.429, job satisfaction also demonstrates a strong and significant impact on work-life balance.

Table 1. AVE Test Results

Variabel	Average Variance Extracted (AVE)
Happiness at Work	0.611
Job Satisfaction	0.566
Quality of Work Life	0.587
Work Life Balance	0.599

It is known that all indicators are above 0.7 with a range of 0.705 to 0.852 and that all constructs have an AVE value greater than 0.5 based on the data processing results shown in the diagram and table 1 above. Consequently, it can be concluded that all indicators meet the criteria for convergent validity and are valid for use in assessing the four research variables.

Table 2. Composite Reliability Test Results, Cronbach Alpha

Variabel	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)
Happiness at Work	0.909	0.911	0.926
Job Satisfaction	0.915	0.915	0.929
Quality of Work Life	0.929	0.931	0.940
Work Life Balance	0.866	0.874	0.899

Composite dependability and Cronbach's Alpha scores over 0.7 indicate that all constructions have satisfied the trustworthy requirements, according to the data in Table 2. This indicates that the research instrument used has high internal consistency, so that the measurement results of each construct can be trusted and are stable over time. A number for Cronbach's Alpha greater than 0.7 shows that each construct's elements measure the same idea and are closely connected, while high Composite Reliability confirms that the indicators in the construct are able to represent latent variables consistently. Thus, this finding strengthens the validity of further analysis, such as hypothesis testing or structural modeling, because the data used has been proven reliable and free from significant measurement errors.

Structural Model Testing (Inner model)

R-square is used in the assessment's structural model. To determine the degree to which the dependent variable is influenced by the free latent variable, the R-Square value is displayed.

Table 3. R-Square Test Results

	R-square	R-square adjusted
Job Satisfaction	0.792	0.788
Work Life Balance	0.482	0.466

Table 3 indicates that the Job Satisfaction variable's R-Square value is > 0.67 , which fits the definition of a strong R-Square value. This is in contrast to the dependent variable, work-life balance, which has a modest R-squared value of $0.33 < R \text{ square} \leq 0.67$. This indicates that the quality of work life and happiness at work variables account for 79.2% of the value of the job satisfaction variable, with other variables not included in this study accounting for the remaining 20.8%. In contrast, the quality of work life and happiness at work variables account for 48.2% of the value of the Work Life Balance variable, with other variables not included in this study accounting for the remaining 20.8%.

Hypothesis Testing

The Bootstrapping procedure is used in model evaluation to examine the significance of the link between variables in order to test the current influence. The t-statistic and p-value are examined in order to test hypotheses.

Table 4. Mean, STDEV, T Values, P Values Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P Values
Quality of Work Life -> Work Life Balance	0.311	0.309	0.157	1.986	0.047
Happiness at Work -> Work Life Balance	-0.013	-0.015	0.164	0.081	0.935
Quality of Work Life -> Job Satisfaction	0.277	0.275	0.076	3.652	0.000
Happiness at Work -> Job Satisfaction	0.646	0.647	0.070	9.257	0.000
Job Satisfaction -> Work Life Balance	0.429	0.434	0.185	2.323	0.020

Using data analyzed with Smart-PLS 4, each suggested association is tested through simulation. Here, the sample is subjected to the bootstrap procedure. The goal of the bootstrap test is to reduce issues with study data abnormalities.

The Influence Quality of Work Life on Work Life Balance

The findings of the hypothesis test, which were calculated in Table 4, show a positive T-Statistic of 1.986, a standard deviation of 0.157, and a P-value of 0.047 for the relationship between work-life balance and quality of work-life. This implies that the two have a very strong positive influence on one another. The T-statistic value, which is substantially greater than 1.96 (critical $\alpha = 5\%$), validates the relevance of these results. H1 is declared accepted while H0 is rejected.

This indicates that efforts to strengthen Quality of work Life such as improving work facilities, psychosocial support, and workload management can be key to creating a more balanced work environment without disrupting personal life. Thus, organizations need to prioritize policies that support the holistic well-being of employees, as this not only impacts productivity, but also the sustainability of work relationships and individual life satisfaction outside the scope of work.

The findings of this study are consistent with those of studies by Aruldoss et al. (2021) and Ariya & Sarun (2024), which demonstrate that work-life balance is positively and significantly impacted by quality of work-life.

The Influence of Happiness at Work on Work Life Balance

Work-Life Balance is negatively and negligibly impacted by workplace happiness, as indicated by the hypothesis test results that are computed in the table. The T-Statistic is positive (0.081), the P-Value is 0.935, and the standard deviation is 0.164. With the original sample value of -0.018, the T-statistic value is smaller than the T-Table, which is 1.654 ($0.110 < 1.654$), and the P-Value > 0.05 is 0.913, indicating that there is no significant link between work-life balance and happiness at work. So H2 is rejected while H0 is accepted.

Employees at the Regional Financial Management Agency of Pariaman City and Padang Pariaman Regency indicate reduced job satisfaction and no appreciable impact on work-life balance, according to the study's findings. This implies that factors outside of work happiness, such as flexible working time policies, social support from the work environment, or individual priorities in managing professional and personal responsibilities, may be more dominant in influencing work-life balance. This finding indicates that efforts to improve work-life balance for employees at the Regional Financial Management Agency of Pariaman City and Padang Pariaman Regency cannot only depend on increasing work happiness.

The results of this study are in contrast to the research of Ratnaningsih & Prasetyo (2019) where the results of the study showed that Happiness at Work, especially for female employees, has a positive and significant effect on Work Life Balance.

The Influence of Quality of Work Life on Job Satisfaction

The standard deviation is 0.076, the P-Value is 0.000, and the positive T-Statistic is 3.652, which form the relationship between Quality of Work Life and Job Satisfaction. These results of the hypothesis test, which are calculated in Table 4, show that there is a very significant positive influence between Quality of Work Life and Job Satisfaction with the original sample of 0.277. The significance of these findings is confirmed by the T-statistic value, which is significantly higher than 1.96 (critical $\alpha = 5\%$). We may conclude that job satisfaction is positively and significantly impacted by quality of work life. So H3 is declared accepted while H0 is rejected.

The study's findings demonstrate that employee job satisfaction is positively and significantly impacted by quality of work life at the Regional Financial Management Agency of Pariaman City and Padang Pariaman Regency.

This finding indicates that the better the institution's efforts in improving comfort and professional support for employees, the higher the level of satisfaction felt.

The discoveries of the study are in line with those of Aruldoss et al. (2021), who revealed that work-life quality has a significant and positive impact on job satisfaction.

The Influence of Happiness at Work on Job Satisfaction

The standard deviation is 0.070, the P-Value is 0.000, and the positive T-Statistic is 9.257, according to the results of the hypothesis test that have been computed in Table 4. These results establish a relationship between job satisfaction and happiness at work, showing a highly significant positive influence between the two variables with the original sample of 0.646. The significance of these findings is confirmed by the T-statistic value, which is significantly higher than 1.96 (critical $\alpha = 5\%$). We can conclude that job satisfaction is significantly impacted by workplace happiness. H4 is declared accepted while H0 is rejected.

This indicates that when workers are happier at work, they are more content with their responsibilities, positions, and organizational dynamics. It follows that fostering an environment at work that promotes psychological and emotional health may be essential to raising worker motivation and output.

The results of this study are in line with those of Wijaya & Shiva (2024) investigation, which found that job satisfaction is positively and significantly impacted by happiness at work.

The Influence of Job Satisfaction on Work Life Balance

On the basis of the hypothesis test's findings that have been calculated in table 4, it is known that the standard deviation is 0.185 and the P-Value is 0.020 with a positive T-Statistic of 2.323 which forms a relationship between Job Satisfaction and Work Life Balance, indicating that there is a very significant positive influence between Job Satisfaction and Work Life Balance with the original sample of 0.429. The T-statistic value which is far above 1.96 (critical $\alpha = 5\%$) confirms the significance of this result. It can be concluded that Job Satisfaction has a significant and positive influence on Work Life Balance. So H5 is declared accepted while H0 is rejected.

This suggests that it implies that the higher an individual's satisfaction with their work, such as a sense of appreciation, the suitability of tasks to competencies, and a conducive work climate, the more optimal their ability to manage professional demands and personal responsibilities. Therefore, organizations need to strengthen factors that drive job satisfaction, such as recognition of employee contributions, flexible work time policies, and psychosocial support, to create harmony between work life and personal life.

The findings of this study are consistent with those of studies by Susanto et al. (2022) and Aruldoss et al. (2021), which demonstrate that work-life balance is significantly and favorably impacted by job satisfaction. This study contrasts

with that of Assyahidah et al. (2024), which demonstrates that work-life balance is not significantly impacted by job satisfaction.

Mediation Testing

The hypothesis of the indirect influence of the independent variable on the dependent variable, mediated by the intervening variable, is tested using indirect influence testing.

Table 5. Mean, STDEV, T Values, P Values Specific Indirect Effects

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Quality of Work Life -> Job Satisfaction -> Work Life Balance	0.119	0.117	0.056	2.130	0.033
Happiness at Work - > Job Satisfaction -> Work Life Balance	0.277	0.284	0.133	2.087	0.037

Job Satisfaction as a Mediating Variable in the Relationship between Quality of Work Life and Work Life Balance

From the results of the hypothesis test that have been calculated in table 5, it is known that the standard deviation is 0.056 and the P-Value is 0.033 with a positive T-Statistic of 2.130 which forms a relationship between Job Satisfaction mediating the relationship between Quality of Work Life and Work Life Balance, indicating that there is a very significant positive influence between Job Satisfaction as a mediating variable between Quality of Work Life and Work Life Balance. The T-statistic value which is far above 1.96 (critical $\alpha = 5\%$) confirms the significance of this result. It can be concluded that Job Satisfaction has a significant and positive influence in mediating the relationship between Quality of Work Life and Work Life Balance. So H6 is declared accepted while H0 is rejected

This suggests that raising job satisfaction and enhancing quality of work life both directly and indirectly affect work-life balance. This demonstrates how initiatives to enhance quality of work life, such as creating a supportive workplace, attending to psychological needs, and giving people more authority, can result in increased job satisfaction. Therefore, enhancing job happiness and quality of work life might be a useful tactic to attain long-term work-life balance while raising worker welfare and productivity.

The study's findings are consistent with those of Aruldoss et al. (2021), who discovered that job satisfaction effectively mediates the association between quality of work life and work-life balance. However, Syahbana et al. (2022) discovered that job satisfaction, which is positively impacted by organizational climate and quality of work life, had no direct effect on work-life balance.

The Influence of Happiness at Work-on-Work Life Balance through Job Satisfaction

According to the results of the hypothesis test, which are computed in Table 5, the standard deviation is 0.133, the P-Value is 0.037, and the positive T-Statistic is 2.087. These findings indicate that there is a significant relationship between Job Satisfaction and Happiness at Work and Work Life Balance, with Job Satisfaction acting as a mediating variable during this relationship. The significance of this result is confirmed by the T-statistic value, which is over 1.96 (critical $\alpha = 5\%$). It may be concluded that job satisfaction considerably and favorably mediates the association between work-life balance and happiness at work. So H7 is declared accepted while H0 is rejected.

Although in this study, happiness at work did not have a direct effect on work-life balance in employees of the regional financial management agency of Pariaman city and Padang Pariaman district, it had a significant and positive indirect effect through increased job satisfaction. This shows that Happiness at work cannot be ignored in efforts to create optimal Work Life Balance. Organizations need to strengthen aspects that encourage Happiness at work, such as an inclusive work environment, a transparent reward system, and opportunities for self-development. By increasing employee happiness, job satisfaction will be built, which ultimately becomes a bridge to achieving balance between work demands and personal life.

The findings of this study are in line with those of Haar et al. (2014), who found that job satisfaction mediates the relationship between work-life balance and job satisfaction. Happy workers are more likely to be content with their positions, which eventually aids in improving the harmony between their personal and professional lives.

CONCLUSIONS AND RECOMMENDATIONS

According to the findings of the study on the impact of job satisfaction and quality of work life on work-life balance, with job satisfaction serving as a mediating variable, on employees of the Regional Financial Management Agency of Pariaman City and Padang Pariaman Regency, it can be said that while HaW does not directly affect WLB, it does have a significant indirect impact through the mediation of job satisfaction, and job satisfaction has a significant and positive impact on WLB.

This demonstrates how Quality of Work Life (QWL) is a critical component that both directly improves Work Life Balance (WLB) and fortifies it by raising Job Satisfaction. This indicates that organizational initiatives to establish a work environment that promotes employees' physical, mental, and professional well-being such as flexible scheduling, career advancement, or an equitable compensation structure can have a direct impact on WLB while also generating satisfaction, which in turn reinforces WLB. However, despite not directly affecting WLB, Happiness at Work (HaW) is still significant because it serves as a basis for raising Job Satisfaction, which in turn serves as a link to improved work-life balance.

ADVANCED RESEARCH

The limitations of this study include the research conducted on employees at the Regional Financial Management Agency of Pariaman City and Padang Pariaman Regency, so the results may be less representative of the dynamics in organizations with different characteristics (for example: the private sector, areas with different work cultures, or other geographic areas). Because the study was conducted at one time (cross-sectional), it is difficult to prove a definitive cause-and-effect relationship, so a longitudinal approach or qualitative method can be applied to understand the dynamics of changes in job satisfaction and Work Life Balance in the context of unique public sector organizations.

In addition, for future research, although job satisfaction acts as a mediator, there may be other relevant mediating or moderating variables (for example: family support, organizational culture, or individual stress levels) that are not included in the model. In addition, external factors such as economic pressure or government policies are also not controlled.

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