The Influence of Information and Communication Technology Perceptions on Job Satisfaction Through the Mediation of Work-Family Balance Among Employees of Rsud Sultan Iskandar Muda, Nagan Raya Regency

Rommy Rahmad Sahputra[1], Jasman j' Ma'ruf[2], Teuku Roli Ilhamsyah Putra[3*]

[1,2,3]Management Department, Universitas Syiah Kuala, Indonesia

Abstract

This research is to analyze the impact of information and communication technology (ICT) on job satisfaction levels, and to explore the role of work-family balance (WFB) as a mediating variable. In this study, ICT is measured using two variables: ICT job demand and ICT job resource. The research was conducted at General Hospital of Sultan Iskandar Muda (RSUD-SIM) in Nagan Raya Regency and involved 167 respondents. Data were analyzed using the PLS-SEM approach. The results indicate that ICT job demand does not influence WFB or job satisfaction. In contrast, the ICT job resource significantly affects both WFB and job satisfaction. Furthermore, WFB has a noteworthy impact on job satisfaction. Additionally, the findings reveal that ICT job demand does not indirectly affect job satisfaction through WFB. Conversely, there is a significant indirect contribution of ICT job resource to job satisfaction through WFB.

Keywords : Job Demand, Job Resource, Work Family Balance, Job Satisfaction

1. Introduction

Job satisfaction is an essential aspect of our working lives, impacting not only how we perform but also the overall results we achieve together. When employees feel positive about their work, it reflects their personal evaluation and fulfillment, contributing to a healthier and more motivated workplace (Robbins & Judge, 2022). Employee job satisfaction is linked to effective work performance, positive work values, high enthusiasm for work, good attendance, and minimal fatigue in the workplace (Hang-Yue Ngo et al., 2009; Nanjundeswaraswamy, 2019). Employees who are satisfied with their work find it easier to innovate, develop, and bring positive changes to their organization (Mwesigwa et al., 2020). In the course of time, Information and Communication Technology (ICT) has become a factor that can influence job satisfaction. ICT is a term for various communication tools and applications such as mobile phones, computers, networks, software, the internet, satellites, and others (Schiliro & Choo, 2016). ICT plays an important role in enhancing an individual's job satisfaction (Sarti & Torre, 2019). Due to the development of ICT, the world of work has undergone significant changes, especially in the way employees perform tasks and interact within the organizational environment.

ICT worldwide continues to evolve, encompassing various aspects of life. To study the use of ICT in an organization and its impact on job satisfaction, the Job Demand-Resource (JD-R) theory developed by Demerouti et. al. (2001) is used as the main framework. This theory analyzes the impact of ICT from the perspective of job demands and resources. Job demand through ICT puts pressure on individuals to always be responsive, such as answering emails, phone calls, and text messages at the workplace, and encourages continuous active communication (Atanasoff & Venable, 2017; Barber & Santuzzi, 2015; Ninaus et al., 2021). Unlike Job demand, which is usually considered negative, ICT Job resources are generally regarded as positive. According to Day, Scott, and Kelloway (2012), ICT Job resources are tools that support work and enhance individual capabilities. Previous studies have shown that the ICT Job resource is capable of changing work methods. For example, most in-person meetings can be replaced with virtual ones. With ICT, employees and companies remain connected. (Kniffin et al., 2021) ICT also helps improve

flexibility, productivity, and efficiency in the workplace (Ninaus et al., 2015; Ter Hoeven & Van Zoonen, 2015). Additionally, the ICT Job resource provides access anywhere and anytime (Day et al., 2012; Ninaus et al., 2021).

Research on work-family balance (WFB) has been increasingly conducted in recent years. Previous study findings revealed that significantly WFB influences job satisfaction (Fan, 2018; Qiu & Dauth, 2022; Rahman & Ali, 2021). WFB also serves as a mediator in the relationship among job demand, resources, and job satisfaction (Sharon & Meilani, 2023). WFB can also be understood as a comprehensive evaluation of whether the resources possessed by workers and families are sufficient to meet the demands in both areas, thereby enabling effective participation. (Voydanoff, 2005; Yucel, 2021). In this study, WFB is considered a mediating variable that needs to be taken into account.

General Hospital of Sultan Iskandar Muda (RSUD-SIM) is one of the healthcare institutions managed by the Regional Government of Nagan Raya Regency. This institution plays an important role in providing healthcare services to the community. In the ever-evolving work dynamics due to advancements in information and communication technology, this hospital becomes a relevant place to study how the use of technology and communication patterns within the organization affects employee job satisfaction. The research subjects are civil servants (PNS) who are currently working at RSUD-SIM. At RSUD-SIM, there is a phenomenon where the use of ICT in the workplace has not fully provided a consistently positive impact on employees. The descriptive analysis shows that the ICT Job demand has the highest average compared to other variables, which is 3.48. This reveals that employees have a relatively high perception of the pressure and workload due to the use of ICT. The highest indicators are in the statements, "Information and communication technology creates more work, so we have to work longer", and "I find it difficult to manage various information and communication technologies," each with an average of 3.60. Meanwhile, the lowest indicator is "I expect the ICT capabilities of RSUD-SIM to be stable" with an average of 3.26. This indicates doubts about the reliability of the ICT system. Employees' perceptions of the benefits of using ICT show an overall average of 3.21, which indicates a fairly high assessment. The highest-rated indicator is "ICT provides stable access to work and up-to-date information at all times" (3.41), while the lowest-rated indicator is "ICT increases my productive capacity at work" with an average of 2.99. This reflects some employees' doubts about the effectiveness of ICT in enhancing productivity.

The WFB variable has an overall average of 3.20. The highest indicator is the statement "I have control over my time in meeting Job demand without sacrificing family responsibilities" with an average of 3.43, while the lowest value is found in the indicator "I have enough opportunities to work well while also fulfilling responsibilities at home" with an average of 2.96. This indicates that although the WFB is generally maintained, there are still limitations in performing both roles optimally. Meanwhile, employee job satisfaction is at an average of 3.12, indicating a sufficient level of satisfaction, but not optimal. The highest score is found in the indicator "My job allows for development and provides satisfying achievements" (3.42), while the lowest score is found in the indicator "There are clear opportunities for promotion or advancement in the workplace" (2.60). This indicates that the aspect of career development remains a weak point that needs to be improved.

Overall, this phenomenon shows that although ICT plays a role in facilitating work, its other side also exerts significant work pressure, disrupts the balance between work and family, and affects employee job satisfaction. Therefore, hospital management needs to take strategic steps to manage digital workload, ensure the ICT system runs smoothly, and strengthen the employee reward and career development system. From the above exposition, this study tries to see the ICT influence on job satisfaction, through the mediation of WFB.

2. Literature

2.1. Job Satisfaction

Job satisfaction is the positive feeling that a person has towards their job, which comes from the evaluation of various aspects of the job and work experience. According to Robbins & Judge (2022), job satisfaction is a pleasant emotional expression, influenced by the evaluation of the job, the fit between the individual and the organization, and the difference between expectations and the actual outcomes. Some experts also emphasize the role of work experience, fit with the organization, and the difference between expected outcomes and actual results (Gheitani et al., 2019; Putra et al., 2023; Rezaei, 2016; Robbins & Judge, 2022; Saha & Kumar, 2018). From various definitions, it is concluded that job satisfaction is a person's positive evaluation of their job, influenced by various aspects of the job, work experience, fit with the organization, and the difference between expected outcomes and actual outcomes. To measure it, Robbins & Judge (2022) suggest several indicators such as job type, required skills, supervision, salary, promotion

opportunities, work culture, and coworker relationships. Ingsih et al. (2020) added indicators such as satisfaction with supervision, management, and career development. According to Scandura (2019), job satisfaction indicators include remuneration, promotion, supervision, coworker relationships, and the nature of the job itself. In this study, the job satisfaction indicators used refer to Scandura (2019), as they are considered most suitable for the characteristics of employees at RSUD-SIM.

2.2. ICT Job Demand

Job demand is defined as task aspects that require sustained physical or psychological effort, potentially leading to certain physiological and psychological costs (Demerouti et al, 2017). Day, Scott, & Kelloway (2012) added that Job demand, especially those related to Information and Communication Technology, has the potential to cause stress for workers. According to Zhang & Duan (2023), indicators of Job demand include time demands and personal life, such as the frequency of overtime work and work-life balance. Meanwhile, resources can consist of relational resources (interactions with colleagues), task resources (freedom in performing work), and organizational resources (opportunities for career development). Lanos-Contreras et al. (2023) state that work and family demands can be measured through indicators such as the support provided, workload, and feelings of insecurity. Meanwhile, Ninaus et al. (2021) identified work demand indicators using ICT that include time pressure, the necessity to be available at any time, disruptions occurring in work, workload, job scope, and task difficulty level. For ICT resources, the indicators include ease of communication, efficiency in completing tasks, work productivity, innovation, and access flexibility. From the previously mentioned research, this study uses the indicators of ICT Job demand and ICT Job resource developed by Ninaus et al. (2021), as they are deemed most suitable for the research focus related to perceptions of the use of information and communication technology in the workplace.

2.3. ICT Job resource

Job resource refers to various aspects of work that are physical, psychological, social, or organizational in nature, contributing to achieving work goals, reducing work burden, physiological and psychological costs, and promoting individual growth and development (Bakker & Demerouti, 2017). In the context of ICT, the ICT Job resource refers to the benefits of ICT perceived in work and capable of helping employees complete tasks as well as enhancing personal learning and growth (Ninaus et al., 2021). According to Demerouti in Zhang & Duan (2023), Job resources also include factors that provide support, such as a good work environment, social support, fair compensation, and job security. These factors help achieve work goals, reduce pressure, and promote employee growth. In this study, the measurement of ICT Job demand and ICT Job resource refers to the indicators developed by Ninaus et al. (2021), as they are considered most relevant to the research context regarding perceptions of the use of information and communication technology in the workplace.

2.4. Work-Family Balance

Work-family balance (WFB) is defined as an individual's assessment of the extent to which work and family demands can be effectively and equitably met. Voydanoff (2005) states that balance occurs when the resources from work and family are sufficient to meet the demands of both. Grzywacz and Carlson (2021) emphasize that balance is achieved when the negotiated and agreed-upon expectations in work and family roles are met. Greenhaus & Allen view it as a personal assessment of success in fulfilling the two roles according to the values and standards held. Meanwhile, Frone adds that balance also means low conflict between roles and high enrichment between the two roles. Based on various definitions, it concludes that WFB encompasses effectiveness, satisfaction, and harmony between work and family roles, with low levels of conflict and adequate support from the environment. To evaluate the WFB, researchers have designed several indicators. According to Ruizalba et al. (2016), the indicators used include: the manager's understanding of employee needs, the manager's support in task delegation, and the employee's ability to achieve a balance between work and family. On the other hand, Rahmawati et al. (2022) offer indicators such as negotiation skills, role equality, satisfaction with expectations from superiors and family, and positive feedback. This study adopts the indicators from Valcour (2007) that are considered most relevant, namely: Time management, Attention allocation, Role harmonization, and Availability of opportunities.

2.5. Hypothesis

Previous research has demonstrated several causal relationships. This study builds several hypotheses based on these findings, as follows.

Hypothesis 1: Significantly ICT Job Demand influences Job Satisfaction
For hypothesis 1, this study perceived that the high ICT Job demand can possibly decrease job satisfaction by increasing workload, extending working hours, and disrupting WFB. This triggers fatigue, stress, and employee dissatisfaction. This is consistent with previous studies that show a negative relationship between ICT demands and

job satisfaction (Ndengu & Leka, 2022; Zhang & Duan, 2023). This relates to why the organizations need to pay attention to the psychosocial impact of ICT use in the workplace.

Hypothesis 2: Significantly ICT Job Demand Influences WFB
Although ICT provides work flexibility, high ICT Job demand can cause role conflict and disrupt the WFB. This research notes that ICT Job demand is negatively related to WFB, whereas ICT Job resource has a positive relationship. WFB also acts as a mediator between ICT demands/resources and job satisfaction (Landolfi & Lo Presti, 2022; Ninaus et al., 2021; Sarwar et al., 2021).

Hypothesis 3: Significantly ICT Job Resource Influences Job Satisfaction
The availability of adequate ICT resources, such as devices, training, and technical support, plays a crucial role in enhancing job satisfaction. Good ICT infrastructure supports productivity, reduces work pressure, and makes employees feel more competent and supported. This is in line with the studies by Ndengu & Leka (2022), Zhang & Duan (2023), and Yeh (2015), which affirm that the quality of work resources, including ICT, contributes to job satisfaction. Therefore, investing in an ICT Job resource becomes an important strategy for organizations.

Hypothesis 4: Significantly ICT Job Resource Influences WFB
ICT Job resource, such as easy access and work flexibility, can enhance the balance between work and family. This is in line with studies that show a positive perception of ICT Job resource contributes to better WFB (Landolfi & Lo Presti, 2022; Ninaus et al., 2021; Sarwar et al., 2021).

Hypothesis 5: Significantly WFB Influences Job Satisfaction
The WFB directly affects job satisfaction, where employees who can maintain this balance are usually more satisfied at work. This is in line with previous studies that show WFB also serves as a mediating variable for job satisfaction (Pattusamy & Jacob, 2016; Qiu & Daututh, 2022; Rahman & Ali, 2021; Raza et al., 2018).

Hypothesis 6: Significantly WFB Mediates the ICT Job Demand Influence on Job Satisfaction
High work demands due to the use of ICT in the workplace can negatively impact WFB. Challenges such as the need to always be connected, pressure to respond immediately, and an ever-increasing workload can trigger conflicts between professional and personal roles. This has the potential to decrease job satisfaction. In this context, WFB acts as a mediator that can reduce the negative impact of ICT job demand on job satisfaction. That means, if someone can maintain a balance between work and family, the negative impact of ICT-based work demands can be minimized (Landolfi et al., 2021; Ndengu & Leka, 2022; Ninaus et al., 2021; Sarwar et al., 2021; Yeh, 2015; Zhang & Duan, 2023).

Hypothesis 7: Significantly WFB Mediates the ICT Job Resource Influence on Job Satisfaction
Unlike work demands, the availability of ICT job resource, such as good information systems, technology training, and adequate digital infrastructure, can actually increase job satisfaction. These resources enable employees to work more efficiently, flexibly, and productively. As a result, the balance between work and family life also improves. In this case, the WFB serves as a mediator that strengthens the relationship between ICT job resource and job satisfaction. When this balance is maintained, the benefits of ICT job resource become more optimal for enhancing well-being and job satisfaction (Landolfi et al., 2021; Ndengu & Leka, 2022; Ninaus et al., 2021; Sarwar et al., 2021; Yeh, 2015; Zhang & Duan, 2023).

2.6. Research Framework
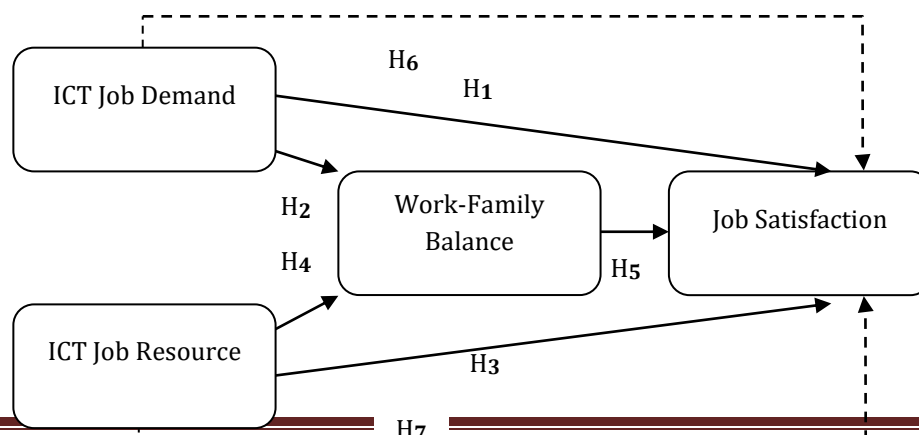This study framework is shown in Figure 1 as follows:

Figure 1. Study Framework

3. Method

This study employs an explanatory research method to analyze a situation or problem by examining the cause-and-effect relationships among the variables under investigation (Saunders et al., 2019). The target population includes all civil servants at RSUD-SIM, comprising a total of 175 individuals. These employees are categorized into various groups: medical personnel, paramedical personnel, medical support personnel, other health personnel, and non-health personnel. Out of the 175 questionnaires distributed, 167 were returned and deemed suitable for further analysis. The techniques employed for data collection include surveys, which consist of administering questionnaires to participants, as well as observation.

To analyze the data, Partial Least Squares-Structural Equation Modeling (PLS-SEM) was utilized. This approach was selected due to its ability to simultaneously evaluate the relationships between latent constructs within a complex model, its suitability for exploratory and predictive research even with relatively small sample sizes, and its flexibility regarding data distribution requirements. According to Hair et al. (2019), this method is effective for handling models with many indicators and complex relationships between latent variables. The reasons for choosing SEM-PLS in this study include: a relatively small sample size, non-normally distributed data, the predictive nature of the model, and the complexity of the model involving many constructs and indicators.

The approach used in this study is quantitative descriptive analysis based on the research framework that has been created. To measure variables in the study, a five-point Likert scale was used, namely 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree. This scale was used to determine respondents' attitudes and opinions towards the social phenomena being studied. This scale was created to determine the extent to which respondents agree with the statements presented (Uma Sekaran & Roger Bougie, 2017). There are two types of statements: Favorable (questions with a positive connotation) and Unfavorable (questions with a negative connotation). Favorable is used to measure Job Satisfaction, ICT Resources, and WFB. Meanwhile, Unfavorable is used specifically to measure ICT Work Demands.

4. Result
4.1. Respondent Characteristics

The characteristics of the respondents involved are based on gender, age, marital status, highest education level, and length of employment. The description of the characteristics is shown in Table 1 below.

Table 1. Respondent Characteristics

No.	Characteristics	Frequency	Percentage (%)
1	Gender:		
	Male	37	22.20%
	Female	130	77.80%
	TOTAL	167	100%
2	Age of Respondents:		
	20 – 30 years	16	9.60%
	31 – 40 years	44	26.30%
	41 – 50 years	69	41.30%
	> 50 years	38	22.80%
	TOTAL	167	100%
3	Marital Status:		
	Single	–	–
	Married	163	97.60%
	Divorced	4	2.40%
	TOTAL	167	100%
4	Last Education Level:		
	Senior High School	4	2.40%
	Diploma/Academy	93	55.70%
	Bachelor's Degree	68	40.70%
	Postgraduate Degree	2	1.20%

No.	Characteristics	Frequency	Percentage (%)
	TOTAL	167	100%
5	Length of Employment:		
	< 3 Years	22	13.20%
	3 – 5 Years	41	24.60%
	5 – 10 Years	57	34.10%
	> 10 Years	47	28.10%
	TOTAL	167	100%

A total of 167 people involved in this study stated that they use Information and Communication Technology (ICT) in the hospital work environment, as shown in Table 2 above. The majority of research participants were women, approximately 77.8%, reflecting the dominance of women in healthcare services. Based on age, the majority of participants were in the 41–50 age range (41.3%), followed by the 31–40 age group (26.3%) and those over 50 (22.8%). Meanwhile, participants aged 20–30 were only about 9.6%. This indicates that the study participants primarily consisted of employees who were already quite mature, typically with complex work experience and family responsibilities, allowing them to assess the WFB well. In terms of marital status, almost all participants were married (97.6%), indicating that the WFB variable is highly relevant in this study. Based on their highest level of education, the majority of participants are Academy/Diploma graduates (55.7%) and Bachelor's degree holders (40.7%). This indicates that the participants have a secondary to higher education level, enabling them to effectively understand and operate ICT in their work. In terms of work duration, more than half of the participants have been working for over five years. The breakdown of work duration is as follows: 34.1% have been working for 5-10 years, and 28.1% have been working for over 10 years. This means that most participants have sufficient experience in facing challenges at work, using ICT, and balancing work and family responsibilities.

4.2. Outer Model

The outer model test is conducted to evaluate the validity and reliability of the indicators used to measure latent constructs in the study model. This test is important to ensure that each indicator in the questionnaire accurately and consistently describes the construct, in accordance with the number of participants analyzed. In SEM-PLS analysis, the measurement model is evaluated based on several key indices. Composite reliability (CR) is used to measure the internal consistency of a structure. The ideal CR value is 0.7-0.9. Values below 0.6 are considered low, but multicollinearity can be present above 0.9. External Load assesses the contribution of indicators to a component. A value > 0.7 is recommended, while a value between 0.4 and 0.7 is still acceptable under certain conditions, and a value < 0.50 indicates that the construct can explain most of the variance in the indicators. HTMT (heterotrait-monotrait ratio) is used to assess discriminant validity, with values < 0.85 (narrow), < 0.90 (conservative), and -1 to 1 (liberal) considered valid. Additionally, a structural model test result is shown in Figure 2 below.
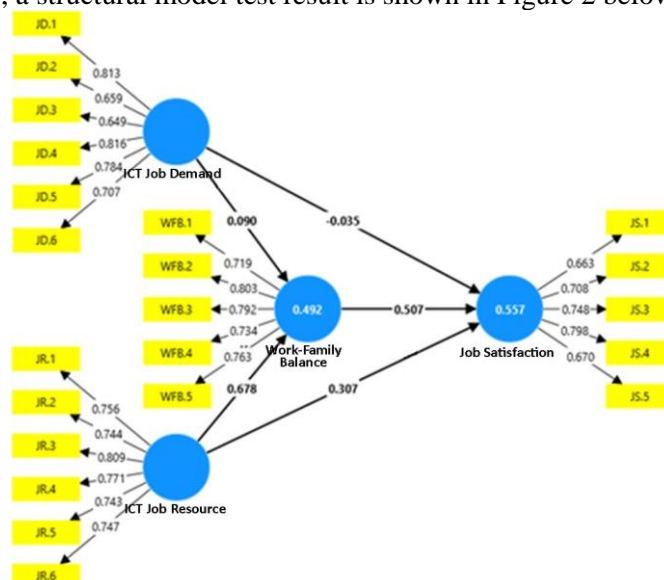

Figure 2. Structural Test Result

4.2.1. Validity Test

This study conducted a validity test using the outer loading method, convergent validity (AVE), discriminant validity (Fornell-Lacker), HTMT, and cross-loading. The following is an explanation of outer loading in this study, which is shown in Table 2 below.

Table 2. Outer Loading

Variable	Measurement Item	Outer Loading
ICT Job Demand	JD 1	0.813
	JD 2	0.659
	JD 3	0.649
	JD 4	0.816
	JD 5	0.784
	JD 6	0.707
ICT Job resource	JR 1	0.756
	JR 2	0.744
	JR 3	0.809
	JR 4	0.771
	JR 5	0.743
	JR 6	0.747
WFB	WFB 1	0.663
	WFB 2	0.708
	WFB 3	0.748
	WFB 4	0.798
	WFB 5	0.670
Job Satisfaction	JS 1	0.719
	JS 2	0.803
	JS 3	0.792
	JS 4	0.734
	JS 5	0.763

From the data in Table 2, the outer loading test results for all convergent validity criteria have been met by the variables. Most indicators have outer loading values above 0.70, indicating that these indicators significantly contribute to their respective structures. Some indicators have values slightly below 0.70, specifically for the variable ICT Job demand (indicator 2 at 0.659 and indicator 3 at 0.649) and for the variable WFB (indicator 1 at 0.663 and indicator 5 at 0.670). Although the value is below 0.70, it is still acceptable. Thus, the measurement model is considered suitable to proceed to the next analysis stage. Additionally, a description of the Average Variance Extracted (AVE) in this study can be found in Table 3 below:

Table 3. AVE

Variable	AVE
Job Satisfaction	0.517
WFB	0.582
ICT Job resource	0.581
ICT Job Demand	0.550

Table 3 shows an AVE > 0.50, which means that each construct has met the criteria for convergent validity. The job satisfaction has an AVE of 0.517, meaning that more than 50% of its indicator variances can be explained by this construct. The WFB variable also has an AVE value of 0.582, indicating that its indicators can well represent the construct.

Furthermore, the Fornell-Lacker test results are shown in Table 4 below.

Table 4. Fornell Lacker

Variable	Job Satisfaction	WFB	ICT Job Resource	ICT Job Demand
Job Satisfaction	0.719			
WFB	0.713	0.763		
ICT Job resource	0.653	0.696	0.762	

Variable	Job Satisfaction	WFB	ICT Job Resource	ICT Job Demand
ICT Job Demand	0.139	0.224	0.197	0.741

Fornel Lacker analysis shows a strong positive relationship between job satisfaction and WFB (r = 0.713) and ICT Job resource (r = 0.653). Conversely, ICT Job demand only has a weak relationship with Job Satisfaction (r = 0.139). WFB is also strongly related to the ICT Job resource (r = 0.696), indicating that ICT support plays an important role in maintaining employees' life balance. However, the relationship between ICT Job demand and WFB (r = 0.224) and ICT Job resource (r = 0.197) is weak, suggesting that ICT-based job demand does not significantly affect these two variables.

As for the results of discriminant validity testing using the HTMT values between constructs in the study model, it is shown in Table 5 below:

Table 5. HTMT

Variable	Job Satisfaction	WFB	ICT Job resource	ICT Job Demand
Job Satisfaction				
WFB	0.887			
ICT Job resource	0.788	0.822		
ICT Job Demand	0.175	0.233	0.231	

From the results of the HTMT analysis, a very strong relationship was found between Job Satisfaction and WFB (HTMT = 0.887), indicating a close connection between the two variables. The ICT Job resource also showed a strong relationship with Job Satisfaction (HTMT = 0.788) and WFB (HTMT = 0.822), demonstrating the role of technology in supporting satisfaction and WFB. Meanwhile, ICT Job demand only showed a weak relationship with the other three constructs, with an HTMT value below 0.25, indicating a low impact on other variables in the model.

Furthermore, the discriminant validity values for cross-loadings are shown in Table 6 below.

Table 6. Cross Loadings

Indicator	Job Satisfaction	WFB	ICT Job resource	ICT Job Demand
JD.1	0.072	0.141	0.183	0.813
JD.2	0.130	0.197	0.047	0.659
JD.3	-0.021	0.048	0.030	0.649
JD.4	0.096	0.130	0.141	0.816
JD.5	0.131	0.222	0.218	0.784
JD.6	0.082	0.114	0.179	0.707
JR.1	0.553	0.522	0.756	0.130
JR.2	0.424	0.475	0.744	0.188
JR.3	0.565	0.629	0.809	0.156
JR.4	0.433	0.487	0.771	0.162
JR.5	0.467	0.503	0.743	0.147
JR.6	0.515	0.541	0.747	0.124
JS.1	0.663	0.411	0.426	0.030
JS.2	0.708	0.546	0.487	0.036
JS.3	0.748	0.551	0.532	0.109
JS.4	0.798	0.591	0.523	0.142
JS.5	0.670	0.431	0.348	0.188
WFB.1	0.525	0.719	0.586	0.139
WFB.2	0.538	0.803	0.521	0.178
WFB.3	0.531	0.792	0.542	0.139
WFB.4	0.587	0.734	0.510	0.218
WFB.5	0.532	0.763	0.487	0.177

The cross-loading analysis shows that all indicators have the highest loading values on their respective constructs, but do not have a significant correlation with other constructs. The indicators for ICT Job demand (0.659–0.816), ICT Job resource (0.743–0.809), Job Satisfaction (0.663–0.798), and WFB (0.719–0.803) have good convergent and discriminant validity, so they are declared valid in measuring their respective constructs.

4.2.2. Reliability Test
The reliability test result is shown in Table 7 below:

Table 7. Reliability Test

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Job Satisfaction	0.766	0.777	0.842
WFB	0.82	0.819	0.874
ICT Job resource	0.856	0.86	0.893
ICT Job Demand	0.843	0.852	0.879

Table 7 explains all constructs have Cronbach's Alpha, rho_A, and Composite Reliability above 0.70, indicating that they are internally consistent and reliable. Job Satisfaction ($\alpha = 0.766$), WFB ($\alpha = 0.820$), ICT Job resource ($\alpha = 0.856$), and ICT Job demand ($\alpha = 0.843$) all met the construct reliability standards. Thus, these indicators are considered reliable in measuring each of the variables being measured.

4.3. Inner Model
4.3.1. Multicollinearity Test
The multicollinearity test result is shown in Table 8 below.

Table 8. Multicollinearity Test

Variable	Indicator	VIF
ICT Job Demand	JD 1	3.07
	JD 2	1.485
	JD 3	2.018
	JD 4	3.259
	JD 5	2.355
	JD 6	2.011
ICT Job resource	JR 1	1.702
	JR 2	2.191
	JR 3	2.018
	JR 4	2.262
	JR 5	1.721
	JR 6	1.908
Job Satisfaction	JS 1	1.336
	JS 2	1.375
	JS 3	1.502
	JS 4	1.841
	JS 5	1.549
WFB	WFB 1	1.544
	WFB 2	1.957
	WFB 3	1.881
	WFB 4	1.501
	WFB 5	1.693

Analysis shows that there is no multicollinearity issue between indicators in the model; all VIF values are below the maximum threshold of 5.00. The highest VIF values are found in indicators JD. 4 (3.259) and JD. 1 (3.070) within the construct of ICT job Demand, but they are still within acceptable limits. For the constructs of ICT job resource (1.702–2.262), Job Satisfaction (1.336–1.841), and WFB (1.501–1.957), the relationships between indicators also remain stable, and no multicollinearity distortion occurs.

4.3.2. Hypothesis Testing for Direct Effects

The structural test using SEM-PLS was conducted with the bootstrap technique. The direct effect test result is shown in Table 9 below:

Table 9. Direct Effect Hypothesis

No.	Hypothesis	Original sample	Mean	Std. deviation	T-stat	P	Result
H1	ICT Job Demand -> Job Satisfaction	-0.035	-0.025	0.062	0.570	0.569	Insignificant
H2	ICT Job demand -> WFB	0.090	0.103	0.063	1.443	0.149	Insignificant
H3	ICT Job resource -> Job Satisfaction	0.307	0.311	0.083	3.704	0.000	Significant
H4	ICT Job resource -> WFB	0.678	0.676	0.054	12.461	0.000	Significant
H5	WFB -> Job Satisfaction	0.507	0.502	0.085	5.961	0.000	Significant

H1: ICT Job Demand on Job Satisfaction

The test result shows that the direct influence of ICT job demand on job satisfaction is not significant, with t-statistic 0.570, and p 0.569 (> 0.05). This indicates that the high ICT job demand does not directly affect employee job satisfaction.

H2: ICT Job demand on WFB

The test result shows that the direct influence of ICT job demand on WFB is not significant, with the t-statistic 1.443 and p 0.149 (> 0.05). This shows that the increase in ICT job demand is not strong enough to directly influence the perception of WFB.

H3: ICT Job Resource on Job Satisfaction

The result shows that the ICT job resource positively significantly affects job satisfaction, with t-statistic 3.704 and p 0.000. This concludes that the better the availability and support of ICT infrastructure, the higher the employees' job satisfaction.

H4: ICT Job resource on WFB

The relationship between the ICT Job resource and WFB is also positive and highly significant, with t-statistic 12.461 and p 0.000. This indicates that adequate ICT support significantly contributes to helping employees maintain a balance between work and family responsibilities.

H5: WFB on Job Satisfaction

The WFB is proven to have positively significantly influence on job satisfaction. The t-statistic 5.961, and p 0.000, indicate that the more balanced an employee's work-family, the higher their job satisfaction. Thus, these results revealed that the existence of WFB is an important predictor in determining job satisfaction, as is the ICT job resource in this study model, while ICT-based job demand, although theoretically relevant, does not show a significant direct influence on job satisfaction.

4.3.3. Hypothesis Testing for Indirect Effects

The indirect effect hypothesis results are shown in Table 10 below, followed by the descriptions.

Table 10. Indirect Effect Hypothesis

No.	Hypothesis	Original sample	Mean	Std. deviation	T-stat	P	Result
H6	ICT Job demand -> WFB -> Job Satisfaction	0.046	0.052	0.033	1.386	0.1660	Insignificant
H7	ICT Job resource -> WFB -> Job Satisfaction	0.344	0.338	0.06	5.733	0.0000	Significant

H7: WFB Mediation on ICT Job Demand Effect on Job Satisfaction

The indirect effect of ICT Job demand on job satisfaction through WFB is proven to be insignificant, with t-statistic 1.386, and the p 0.166 (> 0.05). This proves that WFB does not mediate significantly the impact resulting from ICT job demand on job satisfaction.

H7: WFB mediation on ICT Job Resource effect on Job Satisfaction

The ICT job resource influence on job satisfaction through WFB is proven to have a positive and significant effect, with a t-statistic 5.733 and p 0.000. This proves that WFB mediates significantly the impact resulting from ICT job resource on job satisfaction.

4.3.4. Goodness and Fit

Square (R²)

A description of the R Square for this study is shown in Table 11 below:

Table 11. R Square

Variable	R-square	Adj. R-square
Job Satisfaction	0.557	0.549
WFB	0.492	0.485

The analysis results show that the job satisfaction variable has an R-squared 0.557, meaning that 55.7% of its variability can be explained by WFB, ICT job resource, and ICT job demand, while the remaining 44.3% is influenced by factors outside the model. Meanwhile, WFB has an R-squared 0.492, which means that 49.2% of its variance is explained by ICT Job resource and ICT Work Demands, and the remaining 50.8% by external factors.

The small difference between the R-squared and adjusted R-squared values for both variables indicates that the model is statistically stable and does not suffer from overfitting. Overall, the obtained R-squared values fall into the moderate to strong category, reflecting that the structural model has good explanatory power for the endogenous variables.

Q-Square (Q2) Predict

The description of Q2 Predict is shown in Table 12 below:

Table 12. Q2 Predict

Variable	Q²predict	RMSE	MAE
Job Satisfaction	0.404	0.781	0.597
WFB	0.473	0.736	0.563

Analysis shows that the Q² for Job Satisfaction is 0.404 and for WFB is 0.473. This indicates that the model has the ability to predict both variables well, ranging from fairly good to high. Additionally, the low RMSE and MAE values (RMSE for Job Satisfaction = 0.781; MAE = 0.597 | RMSE for WFB = 0.736; MAE = 0.563) indicate that the model's prediction error rate is small. Thus, this model is considered accurate and can be used as a basis for relevant decision-making and policy development.

SRMR (Standardized Root Mean Square Residual)

A description of SRMR is shown in Table 13 below:

Table 13. SRMR

	Saturated model	Estimated model
SRMR	0.083	0.083

An SRMR value of 0.083 indicates that the structural model is within acceptable tolerance limits, although not perfect. This means the model can be considered quite consistent with the data, and there are no significant discrepancies between the model's covariance matrix and the actual data's covariance matrix.

PLS-Predict

The analysis results show that all indicators for job satisfaction and WFB have positive Q^2 Predict values, meaning the model has adequate predictive ability. The indicators with the highest Q^2 Predict values are WFB. 1 (0.321), JS. 3 (0.269), and WFB. 3 (0.277), while the lowest value is found in JS. 5 (0.101), but it is still above zero. Additionally, the RMSE and MAE values for the PLS-SEM model were lower than those for the comparison models (LM and IA). This indicates that PLS-SEM has better predictive accuracy and is superior in predicting indicator values.

CVPAT (Cross-Validated Predictive Ability Test)

The analysis results show that compared to the LM model, the PLS model has lower prediction error values (loss) for both Job Satisfaction and WFB variables, and overall. For Job Satisfaction, PLS loss is 0.452, which is lower than LM (0.476), with a p-value of 0.059, which is approaching significance at the 10% level. For WFB, the difference in loss is small and not significant (p = 0.463), indicating relatively balanced performance. Overall, the PLS loss (0.394) was also lower than LM (0.409), with a p-value of 0.080, indicating that PLS was practically superior in prediction accuracy, although not statistically significant at the 5% level. Thus, PLS tends to be better at prediction accuracy compared to conventional linear models.

4.3.5. Discussion and Analysis

ICT Job Demand on Job Satisfaction (H1 rejected)

The result shows that the ICT Job demand influence on job satisfaction is not significant. This means that job demand from the use of ICT, such as always having to be online, answering messages outside of working hours, or learning new systems, does not lead to a significant impact on employee job satisfaction. This result is inconsistent with previous research showing that job demand can reduce job satisfaction (Ndengu & Leka, 2022; Zhang & Duan, 2023). Other factors that possibly can influence this result are employees' positive perception of the benefits of technology, support from colleagues, or good work management.

ICT Job Demand on WFB (H2 rejected)

The result shows that the ICT job demand influence on WFB is not significant. This indicates that although there is a possibility of ICT job demand disrupting WFB, in this study, the changes in ICT demand will not impact or change WFB.. This result is inconsistent with previous research showing that ICT Job demand is negatively correlated with WFB (Landolfi & Lo Presti, 2022; Ninaus et al., 2021; Sarwar et al., 2021). Some things that might cause this are the hospital's work culture, which is already accustomed to using ICT systems, or the employees' self-adjustment strategies to manage the boundaries between work and family life. Employees might already have ways to balance work and personal life, such as setting offline hours, support from family, or good time management.

ICT Job Resource on Job Satisfaction (H3 accepted)

The result reveals that ICT job resource positively significantly influences job satisfaction. This research aligns with Ndengu & Leka (2022), Zhang & Duan (2023), and Yeh (2015), who indicate that information technology, when used effectively and supported by adequate training, can be an important resource. This technology not only doesn't increase workload, but actually improves work output and employee happiness. This shows that the availability of ICT infrastructure and support, such as hardware, software, stable internet connections, and training, can improve the comfort and effectiveness of employee work. This result also aligns with the Job Demand-Resource (JD-R) theoretical model developed by Bakker & Demerouti (2017), which states that job satisfaction can increase if employees have access to Job resources that support their tasks. When employees have access to technology that makes their tasks easier, they feel more capable of completing their work efficiently, thus increasing their job satisfaction.

ICT Job Resource on WFB (H4 accepted)

The result reveals that the ICT Job resource positively significantly influences WFB. This means that easy access to technology helps employees manage their time and work location according to family needs. This finding supports the view that using flexible work devices, such as laptops and gadgets, can help employees complete tasks without sacrificing time with family (Landolfi & Lo Presti, 2022; Ninaus et al., 2021; Sarwar et al., 2021). In hospitals, access to medical information systems, remote work applications, and internal communication platforms is very helpful for employees to manage their work and family roles simultaneously. In other words, the appropriate use of technology not only improves efficiency but also enhances the quality of life for employees, especially in maintaining a balance between work and personal life.

WFB on Job Satisfaction (H5 accepted)

The research results indicate that WFB positively significantly influences job Satisfaction, with a t-statistic of 5.961 and a p-value of 0.000. This means that the more balanced employees feel between their personal and work lives, the more satisfied they are with their jobs. This finding supports the WFB theory (Greenhaus & Allen, 2011), which states that WFB is a key factor determining employee happiness and productivity. If employees feel the organization values their efforts to balance both, job satisfaction will increase. This result is consistent with previous research stating that good WFB has a direct impact on satisfaction. Employees who can balance their personal and professional lives tend to be more satisfied (Pattusamy & Jacob, 2016; Qiu & Dauth, 2022; Rahman & Ali, 2021; Raza et al., 2018). Thus, these results emphasize the importance of organizations, especially hospitals, providing flexible work systems, good time management, and policies that support employees' family lives.

ICT Job Demand on Job Satisfaction through WFB (H6 rejected)

The analysis results show that ICT Job demand does not significantly affect Job Satisfaction through the WFB. This finding indicates that someone is capable of maintaining a balance between work and family. The negative impact of ICT-based work pressure on job satisfaction can be minimized (Landolfi et al., 2021; Ndengu & Leka, 2022; Ninaus et al., 2021; Sarwar et al., 2021; Yeh, 2015; Zhang & Duan, 2023). Therefore, companies not only need to monitor ICT-based workloads but also provide psychosocial support and digital stress management training. This means that although ICT-based work demands, such as off-hours communication, pressure to complete tasks quickly, or the need to learn new technologies, can affect employees' WFB, they are not strong enough to influence job satisfaction through that route. In the context of hospitals, where the use of ICT is an unavoidable part of daily activities, employees may already have effective coping strategies. Therefore, ICT-based work pressure does not significantly disrupt their WFB, thus having no indirect impact on job satisfaction.

ICT Job resource on Job Satisfaction through WFB (H7 accepted)

The mediation path analysis shows that ICT Job resource positively significantly influences job satisfaction through WFB. This finding aligns with research stating that sufficient job resources not only directly increase motivation and job satisfaction but also support employees' psychological well-being in fulfilling various roles in their lives. This balance, in turn, creates a sense of satisfaction and fulfillment towards work (Landolfi et al., 2021; Ndengu & Leka, 2022; Ninaus et al., 2021; Sarwar et al., 2021; Yeh, 2015; Zhang & Duan, 2023). Therefore, corporate investment in an integrated and user-friendly ICT system can be an indirect and powerful strategy for creating a satisfied and productive workforce. In other words, when employees receive sufficient technological support, such as access to information systems, efficient work devices, and smooth digital communication, this indirectly increases their job satisfaction. This is because these technological facilities help them balance work needs with personal life needs.

5. Conclusion

The results revealed that ICT job demand does not influence WFB and job satisfaction. In contrast, the ICT job resource significantly affects both WFB and job satisfaction. Furthermore, WFB has a noteworthy impact on job satisfaction. Additionally, the findings reveal that ICT job demand does not indirectly affect job satisfaction through WFB. Conversely, there is a significant indirect contribution of ICT job resources to job satisfaction through WFB. These findings indicate that improvements in job satisfaction are linked to enhancements in ICT job resources and

work-life balance (WFB). This research contributes to academic discussions in management theory and can serve as a foundation for further studies. Future study could explore the role of moderator variables such as social support, self-efficacy, or digital literacy to better understand the relationship between ICT demands and WFB. Additionally, this research could be expanded to different organizational or sectoral contexts to enhance the relevance and applicability of the findings. However, this study has limitations regarding the range of variables and subjects examined. Based on the survey results, it is recommended that the top management of the RSUD-SIM continue to improve and maintain sufficient ICT infrastructure, including hardware, software, networks, and ongoing training.

References

1. Atanasoff, L., & Venable, M. A. (2017). Technostress: Implications for Adults in the Workforce. *Career Development Quarterly*, *65*(4), 326–338. https://doi.org/10.1002/cdq.12111
2. Barber, L. K., & Santuzzi, A. M. (2015). Please respond ASAP: Workplace telepressure and employee recovery. *Journal of Occupational Health Psychology*, *20*(2), 172–189. https://doi.org/10.1037/a0038278
3. Day, A., Paquet, S., Scott, N., & Hambley, L. (2012). Perceived information and communication technology (ICT) demands on employee outcomes: The Moderating effect of organizational ICT support. *Journal of Occupational Health Psychology*, *17*(4), 473–491. https://doi.org/10.1037/a0029837
4. Demands, J., Theory, R., Stock, T., Bakker, A. B., Demerouti, E., Bakker, A. B., & Demerouti, E. (2017). Job Demands – Resources Theory : Taking Stock and Looking Forward. *Journal of Occupational Health Psychology*, *22*(3), 273–285.
5. Demerouti, E., Nachreiner, F., Bakker, A. B., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, *86*(3), 499–512. https://doi.org/10.1037/0021-9010.86.3.499
6. Fan, P. (2018). Person–organization fit, work–family balance, and work attitude: The moderated mediating effect of supervisor support. *Social Behavior and Personality*, *46*(6), 995–1010. https://doi.org/10.2224/sbp.6915
7. Gheitani, A., Imani, S., Seyyedamiri, N., & Foroudi, P. (2019). Mediating effect of intrinsic motivation on the relationship between Islamic work ethic, job satisfaction, and organizational commitment in banking sector. *International Journal of Islamic and Middle Eastern Finance and Management*, *12*(1), 76–95. https://doi.org/10.1108/IMEFM-01-2018-0029
8. Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). The Results of PLS-SEM Article Information. *European Business Review*, *31*(1), 2–24.
9. Hang-Yue Ngo;, Foley;, S., & Loi, R. (2009). Family friendly work practices, organizational climate, and firm performance: A study of multinational corporations in Hong Kong. *Journal of Organizational Behavior*, *30*, 665–680. https://doi.org/10.1002/job
10. Ingsih, K., Prayitno, A., Waluyo, D. E., & Suhana, S. (2020). Mediating Roles of Job Satisfaction toward the Organizational Commitment of Employees in the Public Sector. *Journal of Asian Finance, Economics and Business*, *7*(10), 999–1006. https://doi.org/10.13106/jafeb.2020.vol7.no10.999
11. Kniffin, K. M., Narayanan, J., Anseel, F., Antonakis, J., Ashford, S. P., Bakker, A. B., Bamberger, P., Bapuji, H., Bhave, D. P., Choi, V. K., Creary, S. J., Demerouti, E., Flynn, F. J., Gelfand, M. J., Greer, L. L., Johns, G., Kesebir, S., Klein, P. G., Lee, S. Y., … Vugt, M. van. (2021). COVID-19 and the workplace: Implications, issues, and insights for future research and action. *American Psychologist*, *76*(1), 63–77. https://doi.org/10.1037/amp0000716
12. Landolfi, A., Barattucci, M., De Rosa, A., & Lo Presti, A. (2021). The association of job and family resources and demands with life satisfaction through work–family balance: a longitudinal study among italian schoolteachers during the covid-19 pandemic. *Behavioral Sciences*, *11*(10). https://doi.org/10.3390/bs11100136
13. Landolfi, A., & Lo Presti, A. (2022). A psychometric examination of the work-family balance scale. A multisample study on Italian workers. *Current Psychology*, *41*(6), 3778–3787. https://doi.org/10.1007/s12144-020-00893-z
14. Llanos-Contreras, O., Ibáñez, M. J., & Prado-Gascó, V. J. (2023). Job-demand and family business resources in pandemic context: How they influence burnout and job satisfaction. *Frontiers in Psychology*, *13*(January), 1–10. https://doi.org/10.3389/fpsyg.2022.1061612
15. Mwesigwa, R., Tusiime, I., & Ssekiziyivu, B. (2020). Leadership styles, job satisfaction and organizational commitment among academic staff in public universities. *Journal of Management Development*, *39*(2), 253–268. https://doi.org/10.1108/JMD-02-2018-0055
16. Nanjundeswaraswamy, T. S. (2019). Development and validation of job satisfaction scale for different sectors. *International Journal for Quality Research*, *13*(1), 193–220. https://doi.org/10.24874/IJQR13.01-12
17. Ndengu, T., & Leka, S. (2022). Work-Related Well-Being in the Zimbabwean Banking Sector: A Job

Demands-Resources Perspective. *Safety and Health at Work*, *13*(2), 220–226. https://doi.org/10.1016/j.shaw.2022.03.007

18. Ninaus, K., Diehl, S., & Terlutter, R. (2021). Employee perceptions of information and communication technologies in work life, perceived burnout, job satisfaction and the role of work-family balance. *Journal of Business Research*, *136*(August 2020), 652–666. https://doi.org/10.1016/j.jbusres.2021.08.007

19. Ninaus, K., Diehl, S., Terlutter, R., Chan, K., Huang, A., & Erlandsson, S. (2015). Benefits and stressors - Perceived effects of ICT use on employee health and work stress: An exploratory study from Austria and Hong Kong. *International Journal of Qualitative Studies on Health and Well-being*, *10*. https://doi.org/10.3402/qhw.v10.28838

20. Pattusamy, M., & Jacob, J. (2016). Testing the mediation of work-family balance in the relationship between work-family conflict and job and family satisfaction. *South African Journal of Psychology*, *46*(2), 218–231. https://doi.org/10.1177/0081246315608527

21. Putra, Z., Ma'ruf, J. J., Yunus, M., Harmen, H., & Amin, H. (2023). Determinants of Job Satisfaction of Public Sector Organizations' Employees in Six Continents: A Systematic Review. *Nidhomul Haq : Jurnal Manajemen Pendidikan Islam*, *8*(1), 64–76. https://doi.org/10.31538/ndh.v8i1.3174

22. Qiu, F., & Dauth, T. (2022). Virtual work intensity, job satisfaction, and the mediating role of work-family balance: A study of employees in Germany and China. *German Journal of Human Resource Management*, *36*(1), 77–111. https://doi.org/10.1177/2397002221998227

23. Rahman, M. M., & Ali, N. A. (2021). Does work–family balance mediate the relationship between work–family conflicts and job satisfaction of academicians? *Journal of Community Psychology*, *49*(2), 361–374. https://doi.org/10.1002/jcop.22464

24. Rahmawati, A., Suryanto, S., & Hartini, N. (2022). Adaptation and Validation of The Work-Family Balance Scale. *Komunitas*, *14*(2), 184–192. https://doi.org/10.15294/komunitas.v14i2.35794

25. Raza, B., Ali, M., Naseem, K., Moeed, A., Ahmed, J., & Hamid, M. (2018). Impact of trait mindfulness on job satisfaction and turnover intentions: Mediating role of work–family balance and moderating role of work–family conflict. *Cogent Business and Management*, *5*(1), 1–20. https://doi.org/10.1080/23311975.2018.1542943

26. Rezaei, N. V. S. (2016). Job satisfaction and organizational commitment: an empirical investigation among ICT-SMEs 1. *The Eletronic Library*, *34*(1), 1–5.

27. Robbins, S. P., & Judge, T. (2022). *Organizational behavior*. Pearson.

28. Ruizalba, J., Soares, A., Arán, M. V., & Porras, J. L. G. (2016). Internal market orientation and work-family balance in family businesses. *European Journal of Family Business*, *6*(1), 46–53. https://doi.org/10.1016/j.ejfb.2016.06.002

29. Saha;, S., & Kumar, S. P. (2018). Organizational culture as a moderator between affective commitment and job satisfaction: empirical. *International Journal of Public Sector Management*. https://doi.org/https://doi.org/10.1108/IJPSM-03-2017-0078

30. Sarti, D., & Torre, T. (2019). ICT Use and Job Satisfaction. The Moderating Role of Task Characteristics. In *Lecture Notes in Information Systems and Organisation* (Vol. 27). Springer International Publishing. https://doi.org/10.1007/978-3-319-90500-6_2

31. Sarwar, F., Panatik, S. A., Sukor, M. S. M., & Rusbadrol, N. (2021). A Job Demand–Resource Model of Satisfaction With Work–Family Balance Among Academic Faculty: Mediating Roles of Psychological Capital, Work-to-Family Conflict, and Enrichment. *SAGE Open*, *11*(2). https://doi.org/10.1177/21582440211006142

32. Scandura, T. A. (2019). Essentials Of Organizational Behavior "An Evidacence-Based Approach." In *Revista Brasileira de Linguística Aplicada* (Second Edi). SAGE Publications Inc. https://revistas.ufrj.br/index.php/rce/article/download/1659/1508%0Ahttp://hipatiapress.com/hpjournals/index .php/qre/article/view/1348%5Cnhttp://www.tandfonline.com/doi/abs/10.1080/09500799708666915%5Cnhttp s://mckinseyonsociety.com/downloads/reports/Educa

33. Schiliro, F., & Choo, K. K. R. (2016). The Role of Mobile Devices in Enhancing the Policing System to Improve Efficiency and Effectiveness: A Practitioner's Perspective. In *Mobile Security and Privacy: Advances, Challenges and Future Research Directions*. Elsevier Inc. https://doi.org/10.1016/B978-0-12-804629-6.00005-5

34. Sharon, S., M., & Meilani., Y. (2023). *Pengaruh Perceived Organization Support, Information And Communication Technologies Model Terhadap Job Satisfaction Dengan Mediasi Work-Family Balance Selama Pandemi Covid-19*. Jurnal Ilmiah Manajemen Ekonomi & Akuntansi, 7(2), DOI: 10.31955/mea.v7i2.2689

35. Sekaran, U., & Bougie, R. (2016). Research Methods for Business: A Skill-Building Approach. In *John Wiley & Sons Ltd. All* (Seventh Ed). https://doi.org/10.1108/lodj-06-2013-0079

36. Ter Hoeven, C. L., & Van Zoonen, W. (2015). Flexible work designs and employee well-being: examining the

effects of resources and demands. *New Technology, Work and Employment*, 30:3.

37. Valcour;Monique. (2007). Work-Based Resources as Moderators of the Relationship Between Work Hours and Satisfaction With Work-Family Balance. *Jurnal of Applied Pscology*, *February*. https://doi.org/10.1037/0021-9010.92.6.1512

38. Voydanoff, P. (2005). Social integration, work-family conflict and facilitation, and job and marital quality. *Journal of Marriage and Family*, *67*(3), 666–679. https://doi.org/10.1111/j.1741-3737.2005.00161.x

39. Yeh, H. J. (2015). Job Demands, Job Resources, and Job Satisfaction in East Asia. *Social Indicators Research*, *121*(1), 47–60. https://doi.org/10.1007/s11205-014-0631-9

40. Yucel, D. (2021). Different Types of Work–Family Balance, Social Support, and Job Satisfaction: A Latent Class Analysis. *Applied Research in Quality of Life*, *16*(3), 1343–1368. https://doi.org/10.1007/s11482-020-09812-7

41. Zhang, Y., & Duan, X. (2023). Job demands, job resources and postdoctoral job satisfaction: An empirical study based on the data from 2020 Nature global postdoctoral survey. *PLoS ONE*, *18*(11 November), 1–21. https://doi.org/10.1371/journal.pone.0293653