

# The Effect of Work from Home, Work Life Balance, and Work Motivation on Job Satisfaction and Their Impact on the Performance of Non-Lecturer Education Personnel at Pertamina University Jakarta

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## Abstract

*This study aims to determine the effect of Work From Home, Work Life Balance, and Work Motivation on Job Satisfaction and Its Impact on the Performance of Non-Lecturer Education Personnel and for information, input, and study materials for Non-Lecturer Education Personnel at Pertamina University Jakarta Independent Variable: Work From Home (X1), Work Life Balance (X2) and Work Motivation (X3). The dependent variable is Job Satisfaction (Y1) as an intervening variable, its impact on performance (Y2). The research approach used is secondary data processing as a result of Job Satisfaction of Non-Lecturer Education Personnel. The model was analyzed using AMOS statistical software version 22. The data processed were 23 samples from 120 participant population data with purposive sampling. This study finds that Job Satisfaction has a significant and significant effect on the Performance of Non-Lecturer Education Personnel.*

## Keywords

work from home; work life balance; work motivation



## I. Introduction

The world is currently in shock by a virus outbreak, this virus is known as Corona Virus Disease 19 or can be called COVID-19. The virus that originated in the Bamboo Curtain country originated in the city of Wuhan at the end of 2019, this virus spread so fast that the population of the city of Wuhan, which numbered approximately 10 million people, had to be isolated. Thus causing the cessation of all activities and activities in the city. The World Health Organization (WHO) states that the COVID-19 pandemic as a global pandemic, is not only about health problems but has become a multi-sectoral problem such as in the economic, social, political, and educational fields (Valerisha & Putra, 2020).

The outbreak of this virus has an impact of a nation and Globally (Ningrum et al, 2020). The presence of Covid-19 as a pandemic certainly has an economic, social and psychological impact on society (Saleh and Mujahiddin, 2020). Covid 19 pandemic caused all efforts not to be as maximal as expected (Sihombing and Nasib, 2020).

Various countries in the world have then started to implement Health protocols in accordance with the recommendations of the World Health Organization (WHO), by starting to limit activities outside the house and the existence of several policy regulations such as (starting from Large-Scale Social Restrictions / PSBB to lockdown). One of those affected was Indonesia, the first confirmed case of COVID-19 was found in March, precisely on March 2, 2020. With this information, various cities in Indonesia have begun to be alert to the spread of the Corona virus, including companies in Indonesia. Since the announcement that there were residents who were positively affected by Corona, several

business sectors such as education and public services were immediately closed to anticipate the spread of COVID-19 transmission in the company environment. The growth rate for the spread of COVID-19 in Indonesia shows a fairly rapid increase, as shown in the following data:



**Figure 1.** Data on COVID-19 in Indonesia August 13, 2021 ([www.covid19.go.id](http://www.covid19.go.id))

This data shows that the growth of the spread of COVID-19 in Indonesia is getting higher, of course this will have a huge impact on various sectors in Indonesia, including educational institutions, especially higher education. With the current conditions, management in higher education institutions must implement new work schemes and also new work patterns for their employees to remain protected.

Indonesia is currently committed to breaking the chain of the spread of COVID-19, with one of the policies taken, namely Large-Scale Social Restrictions (PSBB) in which every citizen is limited to activities in public places. This policy has forced industries and businesses to temporarily close to prevent the spread of COVID-19 in the corporate environment, as well as in the education sector with policies taken by the Government of the Republic of Indonesia with the aim of suppressing the spread of COVID-19 in Indonesia. As a result, it will disrupt the education sector, especially in higher education or universities, of course the teaching process will be greatly affected where this sector previously carried out face-to-face learning turned into distance learning or carried out online. With this change, all aspects of educational institutions, including students, teachers and even non-teaching staff, must ultimately be affected, resulting in many changes in their work. Of course this will affect the performance of employees, especially educators

As well as Pertamina University educators as research objects, they also experienced the impact of the Covid-19 pandemic which experienced a decrease in work quality from 2019 to 2020. The following are the results of the performance achievements of Pertamina University educators.

**Table 1.** Pertamina University Education Personnel Performance Achievements

No.	Indicator	Year					Company Work Standard
		2017	2018	2019	2020	2021	
1.	Quality of Work	90,42%	90,65%	90,36%	80,83%	88,40%	100%
2.	Job Quantity	89,20%	91,12%	92,50%	93,66%	94,25%	100%
3.	Punctuality	90,91%	93,82%	95,54%	96,03%	93,25%	100%
4.	Effectiveness	90,28%	93,90%	91,25%	94,72%	90,41%	100%
5.	Work Commitment	91,82%	91,97%	93,24%	94,90%	92,32%	100%
<b>Average</b>		90,53%	92,292%	92,58%	92,028%	92.32%	100%

Source: Pertamina University Data

Table 1 can be seen that the achievement of Pertamina University education personnel's performance is less than optimal in 2020, with the lowest level of achievement in the quality of work of 80.83% with the required company performance standard of 100%.

This pandemic phenomenon has become a threat to large companies and has caused many offices in both the government and private sectors to implement a work from home (WFH) scheme. In addition, the implementation of the work from home (WFH) scheme is also carried out in the education sector in order to break the chain of virus spread while preventing transmission from spreading, as a result, many higher education institutions have changed work patterns during this pandemic. From a work pattern that was originally Work From Office (WFO) or working directly in the office, it has now changed to Work From Home (WFH) or working from home.

Based on data in September 2020, the Director General of Higher Education of the Ministry of Education and Culture, Nizam said that based on survey data, almost 98% of higher education in Indonesia carried out online learning. When viewed from the data reported by CNN Indonesia, it shows that almost all levels of higher education carry out online learning, therefore many teachers and employees at higher education institutions have to work from home or WFH.

## **II. Research Method**

The analytical method used in this research is the Structural Equation Model (SEM) based on Partial Least Square (PLS). PLS is a component or variant-based structural equation model (SEM). Structural Equation Model (SEM) is one of the fields of statistical study that can test a series of relationships that are relatively difficult to measure simultaneously. According to Santoso (2014) SEM is a multivariate analysis technique which is a combination of factor analysis and regression analysis (correlation), which aims to examine the relationship between variables that exist in a model, both between indicators and their constructs, or relationships between constructs.

In determining data analysis, accurate and reliable data is needed which can later be used in research conducted by the author. Data analysis is a process of simplifying data into a form that is easier to read, understand and interpret. Data analysis was carried out with the help of the SEM program as a tool to regress the formulated model.

### **2.1 Descriptive Analysis**

According to Sugiyono (2011) descriptive analysis is a research method carried out to determine the value of independent variables or more (free) without making comparisons or combining one variable with another.

The analytical method used to analyze employee performance as reflected by Work from Home, Work Life Balance and Work Motivation on Employee Performance and Job Satisfaction as Intervening variables is carried out using SEM (Structural Equation Modeling) analysis.

### **2.2 Inferential Analysis**

According to Sugiyono (2016) inferential analysis is an analytical tool used to analyze sample data and the results are applied to the population. This analytical tool is suitable for use when the sample is taken from a clear population and the sampling technique from that population is done randomly.

This analysis tool is also often called probability, because the conclusions that apply to the population based on the sample, the truth is probability. A conclusion from sample data that will be applied to the population has a probability of error and truth (belief) expressed in percentages. If the probability of error is 5%, then the confidence level is.

### 2.3 Hypothesis

The essence of the hypothesis is a decision or conclusion that is temporary, because it still has to be tested empirically, the hypotheses that can be built in this study include:

- H1: Work From Home has a positive and significant effect on the Job Satisfaction of Non-Lecturer Education Personnel at Pertamina University.
- H2: Work Life Balance has a positive and significant effect on Job Satisfaction of Non-Lecturer Education Personnel at Pertamina University.
- H3: Work Motivation has a positive and significant effect on Job Satisfaction of Non-Lecturer Education Personnel at Pertamina University
- H4: Work From Home has a positive and significant effect on the Performance of Non-Lecturer Education Personnel at Pertamina University
- H5: Work Life Balance has a positive and significant effect on the Performance of Non-Lecturer Education Personnel at Pertamina University.
- H6: Work Motivation has a positive and significant effect on the Performance of Non-Lecturer Education Personnel at Pertamina University.
- H7: Work From Home has a positive and significant effect on the Performance of Non-Lecturer Education Personnel through Job Satisfaction at Pertamina University.
- H8: Work Life Balance has a positive and significant effect on the Performance of Non-Lecturer Education Personnel through Job Satisfaction at Pertamina University.
- H9: Work Motivation has a positive and significant effect on the Performance of Non-Lecturer Education Personnel through Job Satisfaction at Pertamina University.
- H10: Job Satisfaction has a positive and significant effect on the Performance of Non-Lecturer Education Personnel at Pertamina University.

## III. Results and Discussion

### 3.1 Results

In this study, 120 questionnaires were distributed to Pertamina University education staff. Thus, the sample that participated in this study was 120 respondents. The characteristics of the respondents are distinguished by gender, age, last education and length of work. This is intended to explain the background of the respondents who were sampled in this study. The following is a breakdown of the number of respondents based on these characteristics.

#### a. Characteristics of Respondents

Based on the results of research that has been carried out on 160 respondents, it can be identified the characteristics of the respondents as follows:

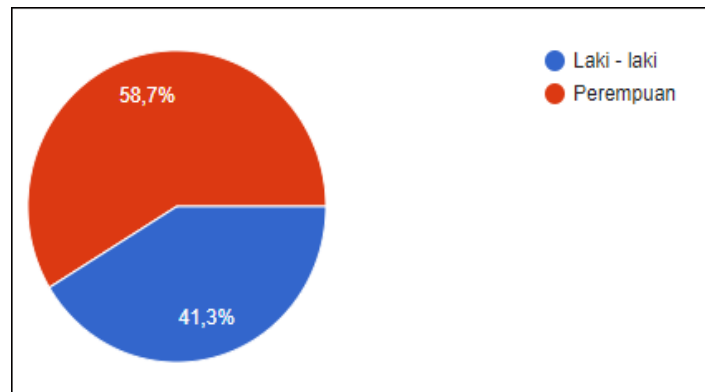
##### 1. Gender

**Table 2.** Characteristics of Respondents by Gender

<i>Characteristics</i>	<i>Category</i>	<i>Observation result</i>	
		<i>F</i>	<i>%</i>
<i>Jenis Kelamin</i>	<i>Man</i>	22	41,3
	<i>Woman</i>	98	58,7

<i>Total Number of Respondents</i>	<i>120</i>	<i>100</i>
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Source: Survey Results, 2021



**Figure 2.** Diagram of Respondents by Gender

Based on Table 2 shows that respondents based on gender, it is known that some respondents are women with a total of 98 people or 58.7 percent, while male respondents are 22 people or 41.3 percent.

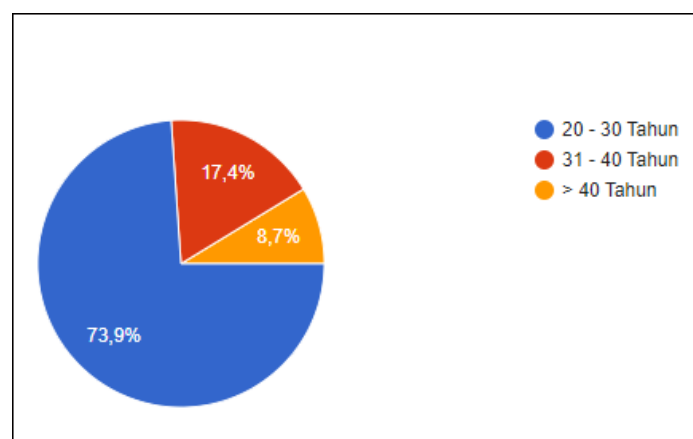
## 2. Age

Based on age, in this study it is classified as follows:

**Table 3.** Characteristics of Respondents by Age

<i>Characteristics</i>	<i>Category</i>	<i>Observation result</i>	
		<i>F</i>	<i>%</i>
<i>Age</i>	<i>20 – 30 Years</i>	<i>60</i>	<i>73,9</i>
	<i>31- 40 Years</i>	<i>35</i>	<i>17,4</i>
	<i>&gt; 40 Years</i>	<i>25</i>	<i>8,7</i>
<i>Total Number of Respondents</i>		<i>120</i>	<i>100</i>

Source: Survey Results, 2021



**Figure 3.** Diagram of Respondents by Age

Based on Table 3 shows that most of the respondents are between the ages of 20 – 30 years with a total of 60 people or about 73.9 percent. While at least > 40 years old, namely 25 people or 8.7 percent.

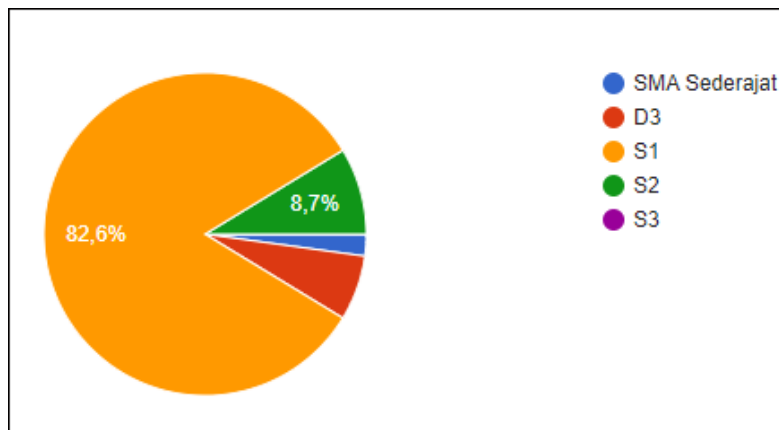
### 3. Last education

Based on the latest education, the respondents in this study are classified as follows:

**Table 4.** Characteristics of Respondents Based on Last Education

Category Characteristics	Category Characteristics	Observation result	
		F	%
High School Last Education	High School Last Education	2	1
D3	D3	15	5,35
S1	S1	80	82,6
S2	S2	20	8,7
S3	S3	3	2,35
Total Number of Respondents		Total Number of Respondents	100

Source: Survey Results, 2021



**Figure 4.** Diagram of Respondents Based on Last Education

Based on Table 4, it is known that the majority of respondents have the latest bachelor's education, amounting to 80 people with a percentage of 82.6 percent. Meanwhile, SMA education is at least 2 people or 1 percent.

### 4. Years of service

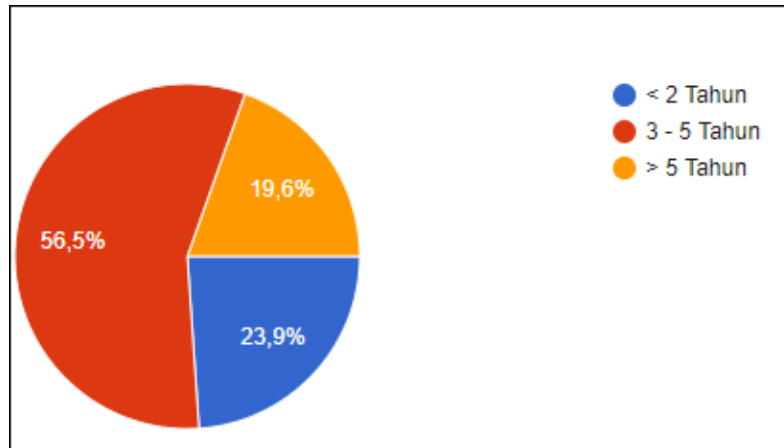
Based on the period of service, the respondents in this study were classified as follows:

**Table 5.** Characteristics of Respondents Based on Working Period

Characteristics	Category	Observation result	
		F	%
Years of service	< 2 Years	40	23,9
	35 years old	55	56,5
	> 5 Years	25	19,6
Total Number of Respondents		120	100

Source: Survey Results, 2021





**Figure 5.** Diagram of Respondents Based on Years of Service

Table 5 above shows that most of the respondents who work at Pertamina University have a working period of 3-5 years with a total of 55 people or 56.5 percent. While the working period of >5 years amounted to at least 25 people or 19.6 percent.

### b. Validity and Reliability Test

Prior to testing using Structural Equation Modeling (SEM), the validity of each question in the questionnaire totaled 23 questions, where the score of each question item was associated with the total score of all questions. The validity test was carried out by correlating the answer scores of each question item with the number of variable scores. The correlation technique used is the Pearson product moment correlation technique according to the ordinal data measurement scale. The number used as a comparison to see whether an item is valid or not is 0.361.

While the reliability test is used to see the stability or consistency of the measurement results. A measuring instrument is said to be reliable if it is used repeatedly on one object to produce the same results. The reliability technique used is the reliability of the consistency between the authors' items using the Cronbach alpha test. The processing for validity and reliability tests in this study uses SPSS 26 software. The results of processing the validity of SPSS can be seen as follows:

#### 1. Test the Validity and Reliability of Work From Home Variables

The following are the results of the validity and reliability test of the Work From Home variable based on the IBM SPSS 20.0 output that has been recapitulated.

**Table 6.** Work From Home Variable Validity Test

<i>variable</i>	<i>Item</i>	<i>r Count</i>	<i>r Table</i>	<i>Information</i>
<i>Work From Home (X1)</i>	<i>wfh1</i>	<i>0.870</i>	<i>0,361</i>	<i>Valid</i>
	<i>wfh2</i>	<i>0.917</i>	<i>0,361</i>	<i>Valid</i>
	<i>wfh3</i>	<i>0.895</i>	<i>0,361</i>	<i>Valid</i>
	<i>wfh4</i>	<i>0.780</i>	<i>0,361</i>	<i>Valid</i>
	<i>wfh5</i>	<i>0.767</i>	<i>0,361</i>	<i>Valid</i>

Source: Primary Data Processing Results, 2021

The correlation obtained from the questions on the wfh1 - wfh5 indicator is above the number 0.361, so the questions are decided to be significant and have good validity.

**Table 7.** Work From Home Variable Reliability Test

<i>Variable</i>	<i>Cronbach alpha value</i>	<i>Critical Point</i>	<i>Decision</i>
<i>Work From Home</i>	0,879	0,7	<i>Reliable</i>

Source: Primary Data Processing Results, 2021

Based on the calculation of the reliability test that the author has done. It was found that the Work From Home variable has a Cronbach alpha value above 0.7, which is 0.879, this means that the instrument has reliable results, so this instrument or questionnaire is included in a reliable and consistent instrument.

## 2. Test the Validity and Reliability of Work Life Balance Variables

The following are the results of the validity and reliability tests of the Work Life Balance variables based on the recapitulated output of IBM SPSS 20.0.

**Table 8.** Work Life Balance Variable Validity Test

<i>Variable</i>	<i>Item</i>	<i>r Count</i>	<i>r Table</i>	<i>Information</i>
<i>Work Life Balance (X2)</i>	<i>wlb1</i>	0.895	0,361	<i>Valid</i>
	<i>wlb2</i>	0.869	0,361	<i>Valid</i>
	<i>wlb3</i>	0.778	0,361	<i>Valid</i>

Source: Primary Data Processing Results, 2021

The correlation obtained from the questions on the wlb1 – wlb3 indicator is above the number 0.361, so the questions are decided to be significant and have good validity.

**Table 9.** Work Life Balance Variable Reliability Test

<i>Variable</i>	<i>Cronbach alpha value</i>	<i>Critical Point</i>	<i>Decision</i>
<i>Work Life Balance</i>	0,794	0,7	<i>Reliable</i>

Source: Primary Data Processing Results, 2021

Based on the calculation of the reliability test that the author has done. It was found that the Work Life Balance variable has a Cronbach alpha value above 0.7, which is 0.794, this means that the instrument has reliable results, so this instrument or questionnaire is included in a reliable and consistent instrument.

## 3. Test the Validity and Reliability of Motivation Variables

The following are the results of the validity and reliability test of the Motivation variable based on the IBM SPSS 20.0 output that has been recapitulated.

**Table 10.** Validity Test of Motivation Variable

<i>Variable</i>	<i>Item</i>	<i>r Count</i>	<i>r Table</i>	<i>Information</i>
<i>Motivation(X3)</i>	<i>m1</i>	0.798	0,361	<i>Valid</i>
	<i>m2</i>	0.934	0,361	<i>Valid</i>



	<i>m3</i>	<i>0.905</i>	<i>0,361</i>	<i>Valid</i>
	<i>m4</i>	<i>0.819</i>	<i>0,361</i>	<i>Valid</i>
	<i>m5</i>	<i>0.927</i>	<i>0,361</i>	<i>Valid</i>

Source: Primary Data Processing Results, 2021

The correlation obtained from the questions on the m1 – m5 indicators is above the number 0.361, so the questions are decided to be significant and have good validity.

**Table 11.** Reliability Test of Motivational Variables

<i>Variable</i>	<i>Cronbach alpha value</i>	<i>Critical Point</i>	<i>Decision</i>
<i>Motivation</i>	<i>0,921</i>	<i>0,7</i>	<i>Reliable</i>

Source: Primary Data Processing Results, 2021

Based on the calculation of the reliability test that the author has done. It was found that the motivation variable has an alpha value above 0.7, which is 0.921. This means that the instrument has reliable results, so this instrument or questionnaire is included in the reliable and consistent t-variable.

#### 4. Test the Validity and Reliability of Job Satisfaction Variables

The following are the results of the validity and reliability test of the Job Satisfaction variable based on the summarized output of IBM SPSS 20.0.

**Table 12.** Validity Test of Job Satisfaction Variables

<i>Variable</i>	<i>Item</i>	<i>r Count</i>	<i>r Table</i>	<i>Information</i>
<i>Job satisfaction (Y)</i>	<i>kk1</i>	<i>0.755</i>	<i>0,361</i>	<i>Valid</i>
	<i>kk2</i>	<i>0.839</i>	<i>0,361</i>	<i>Valid</i>
	<i>kk3</i>	<i>0.883</i>	<i>0,361</i>	<i>Valid</i>
	<i>kk4</i>	<i>0.812</i>	<i>0,361</i>	<i>Valid</i>
	<i>kk5</i>	<i>0.837</i>	<i>0,361</i>	<i>Valid</i>

Source: Primary Data Processing Results, 2021

The correlation obtained from the questions on the kk1 – kk5 indicators is above the number 0.361, so the questions are decided to be significant and have good validity.

**Table 13.** Reliability Test of Job Satisfaction Variables

<i>Variable</i>	<i>Cronbach alpha value</i>	<i>Critical Point</i>	<i>Decision</i>
<i>Job satisfaction</i>	<i>0,866</i>	<i>0,7</i>	<i>Reliabel</i>

Source: Primary Data Processing Results, 2021

Based on the calculation of the reliability test that the author has done. It was found that the Job Satisfaction variable has a Cronbach alpha value above 0.7, which is 0.866, this means that the instrument has reliable results, so this instrument or questionnaire is included in a reliable and consistent instrument.

## 5. Test the Validity and Reliability of Performance Variables

The following are the results of the validity and reliability test of the Performance variable based on the IBM SPSS 20.0 output that has been recapitulated.

**Table 14.** Validity Test of Performance Variables

<i>Variable</i>	<i>Item</i>	<i>r Count</i>	<i>r Table</i>	<i>Information</i>
<i>Employee performance (Z)</i>	<i>k1</i>	<i>0.819</i>	<i>0,361</i>	<i>Valid</i>
	<i>k2</i>	<i>0.820</i>	<i>0,361</i>	<i>Valid</i>
	<i>k3</i>	<i>0.744</i>	<i>0,361</i>	<i>Valid</i>
	<i>k4</i>	<i>0.885</i>	<i>0,361</i>	<i>Valid</i>
	<i>k5</i>	<i>0.811</i>	<i>0,361</i>	<i>Valid</i>

Source: Primary Data Processing Results, 2021

The correlation obtained from the questions on the k1 – k5 indicators is above the number 0.361, so the questions are decided to be significant and have good validity.

**Table 15.** Reliability Test of Performance Variables

<i>Variable</i>	<i>Cronbach alpha value</i>	<i>Critical Point</i>	<i>Decision</i>
<i>Performance</i>	<i>0,868</i>	<i>0,7</i>	<i>Reliable</i>

Source: Primary Data Processing Results, 2021

Based on the calculation of the reliability test that the author has done. It was found that the Performance variable has a Cronbach alpha value above 0.7, which is 0.868, this means that the instrument has reliable results, so this instrument or questionnaire is included in a reliable and consistent instrument.

### c. Structural Equation Model (SEM) Test Analysis

SEM or Structural Equation Modeling is a combination of factor analysis and regression analysis which has the aim of testing the relationship between variables in a research model. SEM model testing is divided into 2 (two) main parts, namely testing the validity of the measurement model and testing the validity of the structural model. In this study, AMOS 22 software was used to test SEM.

#### 1. Data Normality Test

A research data has a tendency towards a type of distribution. One of the distributions that can be used to determine whether a data has a normal distribution or not is the normality test. According to Ghazali (2006) the normality test aims to test whether in the regression model, the independent variable and the dependent variable both have a normal distribution or not. A good regression model is to have a normal or close to normal data distribution. A data is said to be normal if the value of c.r (critical ratio) on the value of skewness and kurtois is in the range between  $\pm 2.58$ . If the data is outside this range, then the data is categorized as data that has an abnormal distribution.

## 2. Test Measurement

The Measurement model is part of the SEM modeling which consists of a latent variable (construct) and several manifest variables (indicators) that support the strengthening of the latent variable. The purpose of this test is to find out how accurately these indicators describe the existing latent variables. Testing the validity of the measurement mode in general uses Confirmatory Factor Analysis (confirmatory factor analysis). Each model to be measured has a good model accuracy when each manifest variable (indicator) of the existing latent variables (constructs) has a low error value and a high component loading factor.

## 3. Test results

From the results of the SEM test, we can create a matrix of research results shown in Table 16, as follows:

**Table 16.** Matrix of Research Results

	<i>Hypothesis</i>	<i>Results</i>	<i>SEM Analysis Results</i>
<i>H1</i>	<i>Work From Home has a positive and significant effect on job satisfaction for Non-Lecturer Education Personnel at Pertamina University</i>	<i>Proven and significant</i>	<i>C.R value = 6.812</i>
			<i>P value = ***</i>
			<i>Accepted</i>
<i>H2</i>	<i>Work Life Balance has a positive and significant effect on job satisfaction for Non-Lecturer Education Personnel at Pertamina University</i>	<i>Proven and significant</i>	<i>C.R value = 3.791</i>
			<i>P value = ***</i>
			<i>Accepted</i>
<i>H3</i>	<i>Motivation has a positive and significant effect on job satisfaction for Non-Lecturer Education Personnel at Pertamina University</i>	<i>Proven and significant</i>	<i>C.R value = 3.638</i>
			<i>P value = ***</i>
			<i>Accepted</i>
<i>H4</i>	<i>Work From Home has a positive and significant effect on the performance of Pertamina University Non-Lecturer Education Personnel</i>	<i>Proven and significant</i>	<i>C.R value = 1.484</i>
			<i>P value = 0.138</i>
			<i>Accepted</i>
<i>H5</i>	<i>Work Life Balance has a positive and significant effect on the performance of Pertamina University</i>	<i>Proven and significant</i>	<i>C.R value = 2.912</i>
			<i>P value = 0.004</i>

	<b>Hypothesis</b>	<b>Results</b>	<b>SEM Analysis Results</b>
	<i>Non-Lecturer Education Personnel</i>		<i>Accepted</i>
H6	<i>Motivation has a positive and significant effect on the performance of Pertamina University Non-Lecturer Education Personnel</i>	<i>Proven and significant</i>	<i>C.R value = 3.847</i>
			<i>P value = ***</i>
			<i>Rejected</i>
H7	<i>Satisfaction has a positive and significant effect on the performance of Pertamina University Non-Lecturer Education Personnel</i>	<i>Proven and significant</i>	<i>C.R value = 2.786</i>
			<i>P value = 0.004</i>
			<i>Rejected</i>
H8	<i>Work From Home through job satisfaction has a positive and significant effect on the performance of Pertamina University Non-Lecturer Education Personnel</i>	<i>Proven and significant</i>	<i>C.R value = 6.034</i>
			<i>Accepted</i>
			<i>Rejected</i>
H9	<i>Work Life Balance through job satisfaction has a positive and significant effect on the performance of Pertamina University Non-Lecturer Education Personnel</i>	<i>Proven and significant</i>	<i>t value = 2.022</i>
			<i>Accepted</i>
			<i>Rejected</i>
H10	<i>Motivation through job satisfaction has a positive and significant effect on the performance of Pertamina University Non-Lecturer Education Personnel</i>	<i>Proven and significant</i>	<i>t value = 2.522</i>
			<i>Accepted</i>

### 3.2 Discussion

Based on the results of the data analysis that has been done, it can be explained the results of the study of the relationship between research variables. The explanation of the results of this study is as follows:

**a. Based on the results of the data analysis that has been done, it can be explained the results of the study of the relationship between research variables. The explanation of the results of this study is as follows**

The results of the study indicate that the Work From Home variable has a positive influence on the Job Satisfaction of Non-Lecturer Education Personnel at Pertamina University, this is evidenced by the CR value of 6.812 and a significance value of 0.000. It can be interpreted that the increase in Work From Home, will directly affect the Job Satisfaction of Non-Lecturer Education Personnel at Pertamina University.

**b. Work Life Balance has a positive and significant effect on Job Satisfaction for Non-Lecturer Education Personnel at Pertamina University**

The results of the study indicate that the Work Life Balance variable has a positive influence on the Job Satisfaction of Non-Lecturer Education Personnel at Pertamina University, this is evidenced by the CR value of 3.791 and the significance value of 0.000. It can be interpreted that the increase in Work Life Balance will directly affect the Job Satisfaction of Pertamina University Non-Lecturer Education Personnel.

**c. Motivation has a positive and significant effect on Job Satisfaction of Non-Lecturer Education Personnel at Pertamina University**

The results showed that the motivation variable had a positive influence on the Job Satisfaction of Non-Lecturer Education Personnel at Pertamina University, this was evidenced by the CR value of 3.638 and the significance value of 0.000. It can be interpreted that an increase in internal motivation will directly affect the Job Satisfaction of Non-Lecturer Education Personnel at Pertamina University.

**d. Work From Home has a positive and insignificant effect on the Performance of Non-Lecturer Education Personnel at Pertamina University**

The results showed that the Work From Home variable had a positive and insignificant effect on the Performance of Non-Lecturer Education Personnel at Pertamina University, this was evidenced by the CR value of 1.484 and the significance value of 0.138. It can be interpreted that the increase in Work From Home will not directly affect the Performance of Pertamina University Non-Lecturer Education Personnel.

**e. Work Life Balance has a positive and significant effect on the Performance of Non-Lecturer Education Personnel at Pertamina University**

The results of the study indicate that the Work Life Balance variable has a positive influence on the Performance of Non-Lecturer Education Personnel at Pertamina University, this is evidenced by the CR value of 2,912 and the significance value of 0.004. It can be interpreted that the increase in Work Life will directly affect the Performance of Non-Lecturer Education Personnel at Pertamina University.

**f. Motivation has a positive and significant effect on the Performance of Non-Lecturer Education Personnel at Pertamina University**

The results showed that the motivation variable had a positive influence on the Performance of Non-Lecturer Education Personnel at Pertamina University, this was evidenced by the CR value of 3,847 and the significance value of 0.000. It can be interpreted that the increase in motivation will not directly affect the Performance of Pertamina University Non-Lecturer Education Personnel.

**g. Satisfaction has a positive and significant effect on the Performance of Non-Lecturer Education Personnel at Pertamina University**

The results showed that the satisfaction variable did not have a positive effect on the Performance of Non-Lecturer Education Personnel at Pertamina University, this was evidenced by the CR value of 2.786 and the significance value of 0.005. It can be interpreted that increased satisfaction will directly affect the Performance of Non-Lecturer Education Personnel at Pertamina University.

**h. Work From Home has a positive and significant effect on performance through job satisfaction for Pertamina University Non-Lecturer Education Personnel**

The results showed that the Work From Home variable had a positive influence on the performance of Pertamina University Non-Lecturer Education Personnel, this was evidenced by the t-value of 6.034. It can be interpreted that the increase in Work From Home will indirectly affect employee performance through the job satisfaction of Pertamina University Non-Lecturer Education Personnel.

**i. Work Life Balance has a positive and significant effect on performance through job satisfaction of Pertamina University Non-Lecturer Education Personnel**

The results of the study indicate that the Work Life Balance variable has a positive influence on the performance of Pertamina University Non-Lecturer Education Personnel, this is evidenced by the t-count value of 2.022. It can be interpreted that the increase in Work Life Balance will indirectly affect employee performance through the job satisfaction of Pertamina University Non-Lecturer Education Personnel.

**j. Motivation has a positive and significant effect on performance through job satisfaction of Pertamina University Non-Lecturer Education Personnel**

The results showed that the motivation variable had a positive influence on the performance of Pertamina University Non-Lecturer Education Personnel, this was evidenced by the t-count value of 2.522. It can be interpreted that an increase in motivation will indirectly affect employee performance through the job satisfaction of Pertamina University Non-Lecturer Education Personnel.

## **IV. Conclusion**

Based on research that has been conducted on 120 respondents regarding Work From Home, Work Life Balance, and Motivation on Performance and their impact on Job Satisfaction, it can be concluded as follows: Work From Home, Work Life Balance, and Motivation on Performance have a positive and significant effect on Job Satisfaction at Pertamina University.

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