



The Influence of Work Life Balance, Quality of Work Life, and Self-efficacy on Job Satisfaction of Contract Employees of Java Heritage Hotel Purwokerto

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ABSTRACT

This study examines the influence of Work Life Balance (WLB), Quality of Work Life (QWL), and Self-efficacy on Job Satisfaction among contract employees at Java Heritage Hotel Purwokerto. Using a quantitative approach and saturated sampling, 107 respondents completed a five-point Likert scale questionnaire. Data were analyzed with Structural Equation Modeling - Partial Least Squares (SEM-PLS) via SmartPLS. Results show that WLB has a negative but insignificant effect on job satisfaction, while QWL and Self-efficacy have significant positive effects. These findings indicate that improving work environment quality and employee confidence plays a crucial role in enhancing job satisfaction. The study offers insights for HR strategies, especially in supporting contract-based employees.

INTRODUCTION

Employees are one of the company's vital assets that require proper management to support the achievement of company goals (Mubyl & Purnama Sari, 2023). The strategy that can be used is to maximize the potential of human resources so that they can contribute to company goals. Thus, companies need human resources who are competent, skilled, and able to complete the assigned tasks (Pratama & Srimulyani, 2022). Qualified human resources can manage organizations in various conditions, so that they can encourage companies to provide rewards in the form of increased employee job satisfaction (Nurmalaya & Endratno, 2022). Thus, the balance between effective HR management and optimal job satisfaction can play a role in supporting sustainability and increasing the competitiveness of the company.

Java Heritage Hotel Purwokerto is a four-star hotel strategically located on Jl. Dr. Angka No. 71, Purwokerto and stands on an area of more than 3.5 hectares. The hotel provides 169 rooms with various types, such as Deluxe, Suite, and Cottage, as well as various facilities that make it one of the leading hotels in Purwokerto and surrounding areas (Java Heritage Hotel, 2025). In their operations, hotels face challenges such as high workloads, tight working hours, and pressure to meet customer service targets. These conditions can affect work-life balance, the quality of the work environment, and employees' ability to complete tasks. Job satisfaction that is achieved will encourage employees to work optimally so that company productivity can increase (Pratama & Srimulyani, 2022).

The results of interviews with HRD Staff Java Heritage Hotel Purwokerto, showed the phenomenon of uncertainty in the extension of work contracts for contract employees caused by management policies that adjust the number of workers based on operational needs, causing insecurity and potentially reducing job satisfaction. In addition, employees' work-life balance is disrupted when there is a surge in guests, where employees who are not on the work schedule are often asked to help. Management is trying to improve the quality of work life through training programs before employees start working so that they are prepared for the hotel's workflow. However, achieving an optimal quality of work life still requires support and motivation from the employees themselves. Despite the training, some employees still have low levels of self-efficacy, especially when facing pressure during peak visitor periods.

According to (Robbins & Judge, 2015), a positive attitude towards work arising from an assessment of the quality of work is called job satisfaction. Job satisfaction is personal, because each person has a different level of satisfaction according to their respective values and beliefs. The more aspects of the job that match individual expectations, the higher the level of job satisfaction felt by employees in the company (Andre & Santoso, 2022). In this study, job satisfaction is analyzed from three aspects, namely Work Life Balance, Quality Of Work Life, Self-efficacy.

Work life balance (WLB) is a situation that describes the balanced demands of a person's work and personal life (Nimas Sayekti, 2022). Work life balance has three components of balance, namely time balance, engagement

balance, and satisfaction balance (Hudson, 2005). An imbalance between work and personal life can make employees lose time with family and themselves, resulting in a decrease in the quality of life of employees (Rodhiyatu Aliya & Saragih, 2020). Conversely, good WLB employees tend to have more productive performance and feel more satisfied with their work (Abdurrahman, 2025). Individuals who are able to carry out their responsibilities as workers and family members in a balanced manner will feel higher job satisfaction. This is because individuals can work well without being burdened by status in family life (W. Amelia & Sukmarani, 2023). Several studies have shown that WLB has a positive and significant effect on job satisfaction (Aulia & Putra, 2024), (García-Salirrosas et al., 2023), (Abdurrahman, 2025). However, research (Shyamadhanthi et al., 2023) WLB has a negative and insignificant effect on job satisfaction, thus showing differences in research results.

Quality of work life (QWL) can be defined as a work environment condition that supports the formation of a productive and goal-oriented organization, while being able to meet the individual needs of employees (Hendrawijaya & Rizal, 2022). QWL ensures employee well-being, security, satisfaction and involvement in achieving organizational goals (Yunita et al., 2024). Companies interested in improving QWL will instill in employees feelings of security, fairness, pride, family, ownership, autonomy, responsibility and flexibility (Latukau et al., 2020). Company support for employee needs will create a conducive work atmosphere, so that employees can carry out their work optimally (Luh et al., 2023). Soni et al., (2022), emphasized that good QWL will make employees feel satisfied in carrying out their work. The results of research from (Ekowati & Ariani, 2022), (Azmi & Pitoyo, 2023), (Z. Amelia et al., 2023) state that QWL has a positive and significant effect on employee job satisfaction. Meanwhile, research by (Sangga et al., 2021) that QWL has a negative and insignificant effect on job satisfaction.

Another factor is self-efficacy. According to Rachman et al., (2024), Self-efficacy is an individual's belief in his ability to complete tasks. In this case, there is self-belief, trust, and encouragement that he is able to complete the task. Employees with good performance achievements and relevant experience will have high confidence in completing the challenges and tasks assigned (Roro & Soemadi, 2022). Self-efficacy relates to individual beliefs so that one's success or failure in carrying out their duties and has an impact on job satisfaction as an individual (Haug et al., 2021). Previous research by (Sutoro, 2021), (Roro & Soemadi, 2022), (Mubyl & Purnama Sari, 2023) showed that self-efficacy has a positive and significant effect on job satisfaction. However, research (Prastica & Silitonga, 2022) states otherwise, that Self-efficacy has a negative and insignificant effect on job satisfaction.

This research is a development of a study conducted by (Ogunola, 2022), involving the research variables Work Life Balance, Quality of Work Life on employee job satisfaction. By adding the Self-efficacy variable previously researched by (Sasti et al., 2023), with research variables self-efficacy, self-adjustment and employee job satisfaction. This study expands the focus by

adding one new variable, namely Self-Efficacy with the object of research on Java Heritage Hotel Purwokerto Contract Employees.

This study makes a theoretical contribution to the development of human resource management science, especially in the discussion of the influence of work-life balance, quality of work life, and self-efficacy on job satisfaction of contract employees. The results of this study expand references by adding context to the hospitality sector, especially for employees with contract status who tend to have uncertainty in employment relationships. In addition, this research also makes a practical contribution to the management of Java Heritage Purwokerto Hotel in formulating policies and strategies that can increase the job satisfaction of contract employees.

Based on this background, the purpose of this study is to analyze the effect of Work Life Balance, Quality of Work Life, and Self-efficacy on Job Satisfaction of Java Heritage Hotel Purwokerto Contract Employees using quantitative methods. The results of this study are expected to enrich understanding of the various factors that contribute to employee job satisfaction.

THEORETICAL REVIEW

Social Exchange Theory (SET)

Social Exchange Theory proposed by (Blau, 1964) explains that the relationship between individuals is formed on the basis of profit and loss considerations in every social interaction. This theory emphasizes that in social relationships, individuals act based on reciprocal exchanges built on trust, obligation, and expectations of reciprocity. Relationships that occur are interdependent and develop into long-term relationships if both parties feel that the relationship is beneficial (Cropanzano & Mitchell, 2005). Employees will reciprocate the treatment they receive according to the rewards they get from the organization for the contributions they make, so this will affect employee job satisfaction (Rimi et al., 2023).

Social relationships built on trust, obligation, and expectation of reciprocity involve two principles in this theory, namely reciprocity, which emphasizes balanced give and take, and fairness, which refers to equal and proper treatment in the relationship (Cropanzano & Mitchell, 2005). Reciprocity refers to an individual's urge to reciprocate positive treatment received from others. When employees feel they get Work Life Balance (WLB) and Quality of Work Life (QWL) support from the organization, they will respond with positive attitudes such as loyalty, improved performance, and job satisfaction.

Meanwhile, the principle of justice refers to an individual's perception of whether the treatment and rewards received are in accordance with the contributions made. In this case, self-efficacy is related to perceptions of fairness, because a person's confidence is formed from the fair treatment he receives in the work environment.

The Effect of Work Life Balance on Employee Job Satisfaction

According to Sukardi & Saputro (2024), Work life balance (WLB) is a balanced condition in a person's life that allows individuals to fulfill work obligations while still paying attention to and carrying out roles in their personal lives.

Employees consider life balance a necessity because they have work and family responsibilities. Meanwhile, companies see it as a challenge to build a work culture that encourages consistency of responsibilities inside and outside work (Asari, 2022). A good level of WLB will encourage employees to have a high level of job satisfaction (Pratama & Setiadi, 2021). In line with previous research showing the same results. (Aulia & Putra, 2024), (García-Salirrosas et al., 2023),(Abdurrahman, 2025)state that WLB has a positive and significant effect on job satisfaction.

H1: Work Life Balance has a positive and significant effect on employee job satisfaction.

The Effect of Quality of Work Life on Employee Job Satisfaction

According to Irawati & Novianti, (2022), Quality of Work Life (QWL) is a management approach that aims to continuously improve the quality of employees' work life together and sustainably within the organizational environment. QWL can support the creation of a productive and purposeful organization, while meeting the personal needs of employees through the formation of values, improving health and well-being, providing security, job satisfaction, developing abilities, and maintaining a balance between work and personal life (Hendrawijaya & Rizal, 2022). QWL that is implemented properly will make employees feel satisfied in carrying out their work (Kurniawan & Karanita, 2022). This is in line with research from (Ekowati & Ariani, 2022), (Azmi & Pitoyo, 2023), (Amelia et al., 2023)showing that QWL has a positive and significant effect on job satisfaction.

H2: Quality of Work Life has a positive and significant effect on employee job satisfaction.

The Effect of Self-efficacy on Employee Job Satisfaction

Self-efficacy is a person's belief in their own ability to organize and carry out the steps needed to achieve goals or complete certain tasks (Bandura, 1977).Someone with a low level of self-efficacy tends to feel unable to solve tasks and problems, so there is a lack of confidence in their own abilities. Meanwhile, employees with high self-efficacy will be more confident, more productive, and faster in completing the tasks and problems faced (Sasti et al. 2023)., High self-efficacy makes employees confident in their ability to work so that employees can be more productive, have high motivation, and feel more satisfied with their work (Ketut et al., 2024).This is in line with research (Sutoro, 2021), (Roro & Soemadi, 2022), (Mubyl & Sari, 2023)Self-efficacy has a positive and significant effect on job satisfaction.

H3: Self-efficacy has a positive and significant effect on employee job satisfaction.

CONCEPTUAL FRAMEWORK

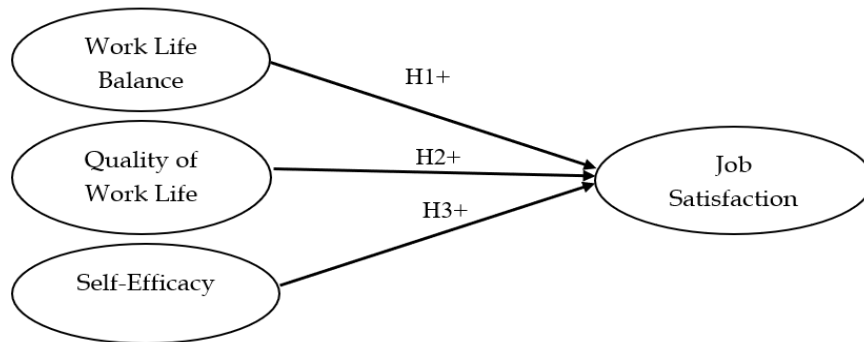


Figure 1. Conceptual Framework

METHODOLOGY

This study aims to analyze the effect of Work Life Balance, Quality of Work Life, and Self-efficacy on Job Satisfaction among contract employees at Java Heritage Hotel Purwokerto. The research employs a quantitative approach, which is appropriate for testing hypotheses and measuring relationships between variables through numerical data. The population in this study consists of 107 contract employees, and due to the relatively small and manageable size, the saturated sampling technique was applied – where the entire population is used as the sample. This technique ensures comprehensive representation of the study group. Data were collected using a structured questionnaire developed based on relevant theoretical constructs and measured using a five-point Likert scale, ranging from strongly disagree to strongly agree. This method was selected to accurately capture employee perceptions of work life balance, work environment quality, self-efficacy, and job satisfaction. To test the research hypotheses, data analysis was conducted using Structural Equation Modeling with the Partial Least Squares (SEM-PLS) method, with assistance from SmartPLS software. This analytical technique is particularly suitable for complex models involving latent variables and is widely used in HR-related research to examine causal relationships.

RESULTS

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Table 1. Response Rate

Description	Number	Percentage (%)
Number of questionnaires distributed	107	100
Number of completed questionnaires	107	100
Number of unfilled questionnaires	0	0
Number of damaged questionnaires	0	0
Number of questionnaires included in the sample for research	107	100

Table 1 explains that out of 107 questionnaires distributed, 107 questionnaires were returned (100%). All questionnaires returned in good condition, so 107 respondents can be used in the analysis.

Table 2. Characteristics of Java Heritage Hotel Purwokerto Respondents

Characteristics		N	Percentage
Gender	Male	74	69.2%
	Female	33	30.8%
Status	Married	54	50.5%
	Not married	53	49.5%
Employee Status	Contract Employee	107	100%
Last Education	SMA/SMK	69	64.5%
	DIPLOMA	31	29.0%
	BACHELORS	7	6.5%
Length of Service	<1 Year	4	3.7%
	1-2 years	27	25.2%
	3-4 years	35	32.7%
	>5 years	41	38.3%
Division Section	Front Office	11	10.28%
	Housekeeping	24	22.43%
	F&B Service	24	22.43%
	F&B Product	18	16.82%
	Sales & Marketing	8	7.48%
	Accounting	8	7.48%
	Security	4	3.74%
	Engineering	8	7.48%
	HR	2	1.87%

Table 2 shows that there are 74 male respondents (69.2%), while female workers are 33 respondents (30.8%). The majority of employees employed are male due to the needs of divisions that require physical strength or technical skills such as in the operational section. There were 54 (50.5%) respondents who were married, while 53 (49.5%) respondents were unmarried. Individuals who have family responsibilities often experience a balance between work and personal life which can have an impact on job satisfaction. All 107 (100%) respondents are contract employees. The majority of respondents have a high school / vocational high school education 69 people (64.5%) of respondents who are ready to enter the world of work. A total of 41 respondents (38.3%) have worked for >5 years, this illustrates that most respondents have had considerable work experience. Most of the respondents were from the Housekeeping division 24 Respondents (22.23%) and Food & Beverage Service 24 Respondents (22.23%), which shows that these two divisions are the divisions with the largest number of employees, illustrating the high need for operational labor in supporting the main service activities at the hotel.

Measurement Model Evaluation

Validity Test

Convergent Validity serves to test the validity of the indicators used in variable measurement. Referring to the general rule, the indicator LF value ≥ 0.7 is declared valid (Hair et al., 2017). Outer loading is a value that provides an overview of the correlation between an indicator and its latent variable.

Table 3. Outer Loadings

Variable	Item	Mean	Factor Loading 1	Factor Loading 2	
Work Life Balance (X1), (Bhende et al., 2020)	X1.1	My work productivity in the organization is high.	4,271	0.692	0.694
	X1.2	The work schedule at my organization allows all employees to maintain an effective work-life balance.	4,056	0.751	0.774
	X1.3	The employee retention rate in this organization is high.	4,018	0.723	0.712
	X1.4	In my job, I know clearly what is expected of me.	3,962	0.581	-
	X1.5	In my organization, I work as part of a team and not by myself.	4,084	0.737	0.773
	X1.6	My job gives me room to use my skills and abilities.	4,112	0.673	0.710
	X1.7	I am given enough freedom to determine how to complete my own work.	4,112	0.678	0.694
	X1.8	My job requires me to keep learning new things.	4,215	0.590	-
	X1.9	My job requires me to work very quickly.	4,130	0.692	0.684
Quality of Work Life (X2), (Bhende et al., 2020)	X2.1	The placement of my work area takes into account my personal interests and preferences.	4	0.738	0.775
	X2.2	I am given sufficient time to complete tasks.	3,887	0.691	0.701
	X2.3	I am given sufficient freedom to carry out my work activities.	4,084	0.560	-
	X2.4	My organization gives me the opportunity to make	4,112	0.581	-

		suggestions and actually considers their implementation if it makes sense.			
	X2.5	I get recognized when I perform exceptionally.	4,149 5	0.670	0.666
	X2.6	My workplace is stress-free.	4,046	0.590	-
	X2.7	My work environment is highly motivating to achieve better performance.	4,149	0.688	0.673
	X2.8	I receive a satisfactory salary for the work I do.	4,046	0.709	0.739
	X2.9	My income is sufficient to fulfill my needs.	3,850	0.676	0.725
	X2.1 0	Pay differentials are calculated fairly based on job responsibilities.	3,990	0.669	0.692
	X2.1 1	There is a good relationship between rewards and job performance.	4,037	0.642	-
Self- efficacy (X3), (Abun et al., 2021)	X3.1	I will be able to achieve most of the goals I have set for myself.	4,084	0.675	0.700
	X3.2	When faced with difficult tasks, I am confident that I will be able to complete them.	3,841	0.708	0.725
	X3.3	In general, I think I can obtain results that are important to me.	4,102 8	0.774	0.805
	X3.4	I believe that I can succeed in almost anything I set my mind to.	4,009	0.648	-
	X3.5	I will be able to overcome many challenges successfully.	4,037	0.694	0.663
	X3.6	I am confident that I can perform effectively in a variety of different tasks.	4,056	0.622	-
	X3.7	Compared to others, I can perform most tasks very well.	4,084	0.702	0.727
	X3.8	When the going gets tough, I can still perform reasonably well.	4,121	0.691	0.680
Job Satisfactio	Y1.1	My work is like a hobby for me.	4,112	0.845	0.855

n (Y1), (Susanto et al., 2022)	Y1.2	My work is usually interesting enough that I don't get bored easily.	4	0.782	0.805
	Y1.3	I feel happier in my job than most people.	4,102	0.792	0.792
	Y1.4	I like my job more than the average worker.	3,981	0.778	0.777
	Y1.5	I really find pleasure in my work.	4,158	0.568	-

According to Hair et al. (2017), outer loading values <0.70 can be considered for elimination. However, if it is between 0.4-0.7, the indicator can still be retained if it does not cause a decrease in AVE and CR. In the first run, some values did not meet the criteria. Therefore, a second run was carried out by eliminating indicators X1.4, X1.8, X2.3, X2.4, X2.6, X2.11, X3.4, X3.6 and Y1.5 to increase the average variance extracted (AVE) value. After the second run, the results show that all indicators in this model are valid.

Table 4. Average Variance Extracted (AVE)

	(AVE)	Composite Reliability
Work Life Balance	0.520	0.883
Quality of Work Life	0.505	0.877
Self-efficacy	0.516	0.864
Job Satisfaction	0.652	0.882

Based on the results of the Average Variance Extracted (AVE) calculation, the AVE values for all variables in this study, namely Work Life Balance (0.520), Quality of Work Life (0.505), Self-efficacy (0.516), and Job satisfaction (0.652), are all greater than the minimum limit of 0.5. This shows that each latent variable is able to explain more than 50% of the variance of its indicators.

Discriminant Validity is used to test that each concept of each latent variable is different from other variables. A model has good discriminant validity if the correlation value of the construct with the measurement item is greater than the correlation value with other constructs. The SmartPLS output results for the Fornell-Larcker value in the second round are as follows:

Table 5. Discriminant Validity Test (Fornell-Larcker Criterion)

	WLB	QWL	Self-efficacy	Job Satisfaction
WLB	0.721			
QWL	0.626	0.711		
Self-efficacy	0.574	0.606	0.718	
Job Satisfaction	0.292	0.433	0.482	0.808

Discriminant test results using the Fornell-Larcker Criterion based on the discriminant validity test above. Data is categorized as having good discriminant if each highest loading factor is compared with the loading factor for other latent variables. Indicates that each latent variable shows good discriminant validity, although some still show highly correlated measurements with other constructs.

Table 6. HTMT Test (Heterotrait-Monotrait Ratio of Correlations)

	WLB	QWL	SE	Job Satisfaction
WLB				
QWL	0.758			
Self-efficacy	0.695	0.731		
Job Satisfaction	0.314	0.469	0.547	

In table 6, discriminant validity is tested using HTMT (Heterotrait-Monotrait Ratio). According to Henseler et al., (2015), the recommended HTMT value to indicate discriminant validity is <0.85 . The values of WLB and QWL (0.764), QWL and Self-efficacy (0.733), Self-efficacy and Job Satisfaction (0.547), All HTMT values <0.85 mean that discriminant validity is met, each construct has a clear difference with each other statistically, which indicates that the constructs are indeed measuring different things, discriminant validity is met according to the limits recommended by (Henseler et al., 2015).

Reliability Test

Composite reliability is a measure of indicators for variables that show good composite reliability if the composite reliability value exceeds 0.7 (Ghozali, 2014).

Table 7. Cronbach's Alpha and Composite Reliability

	Cronbach's Alpha	Composite Reliability
WLB	0.849	0.883
QWL	0.838	0.877
Self-efficacy	0.814	0.864
Job Satisfaction	0.826	0.882

In Table 7 above, the results indicate that the composite reliability test in this study demonstrates good reliability, suggesting that the questionnaire used is consistent. This is further supported by the Cronbach's Alpha values for all constructs, which are greater than 0.7, confirming that the indicators are consistently measuring their respective constructs.

Structural Model Test

The Structural Model is a model that provides a description of the relationship between constructs. This evaluation includes R Square (R^2) and direct effect. The use of R Square is to measure the success rate of regression model predictions on the value of the dependent variable.

Table 8. R Square and F Square

	F Square	R Square	R Square Adjusted
Work Life Balance	0.005		
Quality of Work Life	0.048		
Self-efficacy	0.108		
Job Satisfaction		0.268	0.247

Based on Table 8, the coefficient of determination (R^2) for Employee Job Satisfaction (Y) is 0.268, which indicates that 26.8% of the variation in employee job satisfaction can be explained by the influence of Work Life Balance, Quality of Work Life and Self-efficacy variables. Meanwhile, the remaining 73.2% is affected by other variables not discussed in this study. The F-Square value is interpreted as follows: small effect ≥ 0.02 , medium for ≥ 0.15 , and large for ≥ 0.35 . The F-Square value of Work Life Balance is very small (0.005), the Quality of Work Life value shows a small effect (0.048) and the Self-efficacy value has a small effect (0.108) on employee job satisfaction.

Table 9. Model Fit

	Saturated Model	Estimated Model
SRMR	0.087	0.087
d_ ULS	2.284	2.284
d_ G	0.865	0.865
Chi-Square	480.749	480.749
NFI	0.646	0.646

The model fit evaluation results show that the Standardized Root Mean Square Residual (SRMR) value is 0.087, which indicates that this model has an acceptable standard residual level even though it exceeds the ideal limit of ≤ 0.08 (Henseler et al., 2016). The d_ ULS value of 2.284 and d_ G of 0.865 are in a range that indicates a low level of model mismatch. The Normed Fit Index (NFI) value obtained of 0.646 indicates that the fit of the model to the data is low, considering the recommended limit is ≥ 0.90 (Hair et al., 2017).

Hypothesis Test

The t-statistics and probability values obtained through bootstrapping results are analyzed for hypothesis testing. Hypothesis testing using the t-statistics value, for alpha 5%, the t-statistics value used is 1.96. Apart from that, hypothesis testing can be carried out using a P-value < 0.05 . If the variable meets the criteria, then the variable can be declared to have a significant influence.

Figure Table 10. Hypothesis Test

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Description
Work Life Balance	-0.085	0.824	0.410	H1 Rejected
Quality of Work Life	0.261	2.194	0.029	H2 Accepted
Self-efficacy	0.373	3.664	0.000	H3 Accepted

From table 10, the rejected hypothesis is H1 does not meet the requirements of the t statistic value > 1.96 , which is 0.824 with a significance of P values 0.410 so it can be said to be insignificant. Furthermore, H2 is accepted because it has met the requirements for the t statistic value > 1.96 , which is 2.194 with a significance of P values 0.029 so that it is said to be significant. H3 is

accepted because it has met the requirements of the t statistic value > 1.96 , which is 3.664 with P Values 0.000 so that it can be said to be significant.

DISCUSSION

The Effect of Work Life Balance on Employee Job Satisfaction

Referring to the results of the tests that have been carried out, this study shows that Work Life Balance has a negative and insignificant effect on job satisfaction so that hypothesis H1 is rejected. When there is an increase or decrease in WLB, it is not proven to affect the level of employee job satisfaction. The results of this study are in line with (Findy et al., 2020) and (Shyamadanthi et al., 2023) that WLB has a negative and insignificant effect on employee job satisfaction. Meanwhile, research (Pratiwi & Fatoni, 2023) WLB has a positive and significant effect on employee job satisfaction.

The results of this study are related to Social Exchange Theory (SET), even though the company has provided support for work life balance, employees do not always feel it as a form of satisfying return or employees do not view Work Life Balance as an important factor in increasing their satisfaction. This finding is reinforced by research Shyamadanthi et al., (2023), showing that in certain situations, especially in demanding work environments, job stability, social relationships at work, and shared achievements are prioritized over Work Life Balance.

The results of this study provide important implications for the management of Java Heritage Hotel Purwokerto, especially in designing policies related to employee job satisfaction. Companies should not only focus on implementing work-life balance, but also pay attention to other factors that are more influential on job satisfaction, such as a supportive work environment, social relationships between employees, and recognition of work achievements. In addition, this research also theoretically shows that Social Exchange Theory in this context does not always apply absolutely, because in some conditions, employees do not always consider work-life balance as a desired form of reward.

The Effect of Quality of Work Life on Employee Job Satisfaction

The results showed that H2 was accepted, that Quality of Work Life has a positive and significant effect on employee job satisfaction. The results of this study are supported by the findings of (Luh et al., 2023) and (Azmi & Pitoyo, 2023) which show the results of Quality of Work Life has a positive and significant effect on employee job satisfaction. This shows that the higher the quality of work life felt by employees, the higher the level of job satisfaction they feel. However, different results were found by (Sangga et al., 2021) which stated that Quality of Work Life has a negative and insignificant effect on employee job satisfaction.

This finding reinforces the principles in Social Exchange Theory. Employees who feel they get fair and supportive treatment from the organization tend to give back in the form of positive attitudes and behaviors, such as increased job satisfaction (Rimi et al., 2023). QWL is not only a welfare effort, but also a social exchange that strengthens the relationship between the organization and employees. QWL can be applied in the form of job training for new employees, recognition of contributions, and provision of facilities that support work comfort (Latukau et al., 2020). In addition, aspects of reward, recognition, job security, and employee participation are important parts of quality of work life that can affect job satisfaction (Kurniawan & Karanita, 2022).

The results of this study provide important implications for the management of Java Heritage Hotel Purwokerto in an effort to increase employee job satisfaction. Given that Quality of Work Life (QWL) is proven to have a positive and significant effect on job satisfaction, the hotel needs to consistently improve the quality of work life felt by all employees. Increasing QWL can be done through various strategies, such as providing adequate training for new employees, creating a comfortable and safe work environment, and providing work facilities that support employees' daily activities.

The Effect of Self-efficacy on Employee Job Satisfaction

The findings above show that hypothesis H3 is accepted, namely Self-efficacy has a positive and significant effect on employee job satisfaction. This finding shows that the higher the level of employee confidence in their ability to complete tasks and face work challenges, the higher the level of job satisfaction they feel. These results are the same as studies by (Roro & Soemadi, 2022), and (Mubyl & Sari, 2023) which show that self-efficacy has a positive and significant effect on job satisfaction. Meanwhile, the results of research (Prastica & Silitonga, 2022) state that self efficacy has a negative and insignificant effect on employee job satisfaction.

Referring to Social Exchange Theory, the link between self-efficacy and job satisfaction can be explained as a form of mutually beneficial social exchange. Where organizational support for individual capacity development will encourage positive responses from employees, including in the form of increased job satisfaction. The results of this study confirm the importance of self-efficacy development in creating a productive and satisfying work environment for individuals (Sepyenita et al., 2024).

The results of this study provide implications for the management of Java Heritage Hotel Purwokerto in increasing employee job satisfaction through strengthening self-efficacy. Given that self-efficacy is proven to have a positive and significant effect on job satisfaction, the hotel needs to provide programs that can encourage employees' confidence and belief in their abilities. These efforts can be in the form of continuous self-development training, as well as providing

opportunities for employees to complete tasks that are in accordance with their capacity.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research conducted on the influence of Work Life Balance, Quality of Work Life, and Self-Efficacy on the job satisfaction of contract employees at Java Heritage Hotel Purwokerto, and through the processes of data collection and analysis, the following conclusions can be drawn. Furthermore, based on the results of data processing, it was found that the lowest-rated statements in each variable indicate aspects that still require attention and improvement. These findings serve as the basis for formulating relevant and targeted recommendations.

According to the research results and conclusions that have been explained, the researcher gives advice on the Work Life Balance variable statement, Java Heritage Hotel Purwokerto management should strengthen the internal communication structure, especially in terms of giving instructions, division of tasks, and work clarity. This can be done through regular meetings (briefings), preparation of more detailed SOP, and job orientation training for new employees. Role clarity will improve work efficiency that can support a more stable work atmosphere.

Based on the descriptive test results on the Quality of Work Life variable statement, the researcher suggested that the management of Java Heritage Hotel Purwokerto conduct a review of the wage policy, taking into account the minimum wage and workload factors. In addition to basic salary, providing incentives based on wages, overtime or health facilities can be an alternative to improve employee perceptions of their welfare, without having to significantly burden the budget.

Based on the descriptive test results on the Self-efficacy variable statement, the researcher suggests that the management of Java Heritage Hotel Purwokerto should conduct periodic training programs that not only focus on technical skills, but also on mental and psychological strengthening, such as problem-solving training, stress management, and work motivation. Coaching and mentoring from direct supervisors are also important to guide employees in solving challenges gradually, so that their confidence can develop.

FURTHER RESEARCH

This research is expected to be the basis for further research by including other relevant variables. In addition, the research object can also be expanded to other service sectors or hotels in different regions so that the research results are more varied and the generalization of findings becomes stronger. The limitation of this study is the low R-Squared of 26.8% which indicates that the three variables studied only explain a small part of the variation in job satisfaction, while the rest is affected by factors not discussed.

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