

THE EFFECT OF WORK-LIFE BALANCE, WORK STRESS AND WORK MOTIVATION ON JOB SATISFACTION THROUGH PSYCHOLOGICAL CAPITAL ON BNN MILLENIAL EMPLOYEES IN RIAU ISLANDS

Meta Amelia Widya Saputri¹, Muammar Khaddafi², I Wayan Catrayasa³, Indrayani⁴

^{1,3,4}Fakultas Ekonomi Dan Bisnis, Universitas Batam, Kepulauan Riau, Indonesia

²Fakultas Ekonomi Dan Bisnis, Universitas Malikussaleh

E-mail: meta.amelia88@gmail.com

Abstract

The purpose of this study was to determine and examine the effect of work-life balance, work stress and work motivation on employee job satisfaction with psychological capital as an intervening variable. The method used in this study uses a quantitative approach, data collection using a questionnaire and distributed to 81 respondents. Statistical data analysis using SEM-PLS (Structural Equation Modeling-Partial Least Square) and using path analysis to examine the pattern of relationships that reveal the influence of variables with other variables. Both direct and indirect effects use the Smart PLS Ver 3.0 software. The results showed that the work-life balance directly had a positive and significant effect on psychological capital with a p-value of 0.004 < 0.05,

Keywords: *Work-life Balance, Job Stress, Work Motivation, Psychological Capital, Job Satisfaction*

1.INTRODUCTION

Indonesia has entered the era of demographic bonus; this is based on the results of the August 2021 National Labor Force Survey (Sakernas) where the productive age (15-64 years) dominates the domestic population. The survey states that the highest contribution to the national workforce is the millennial generation, which is 37.37 percent and Generation X at 34.52 percent. (Central Bureau of Statistics, 2021, p. 28).

Millennials, also known as Generation Y, are the demographic group born between 1980 and 2000 (Central Bureau of Statistics, 2018, p. 33).

Some of the characteristics of the millennial generation include wanting to be fast-paced, creative, dynamic, upholding freedom, being brave, critical, aware of technology and being active on social media. (Central Bureau of Statistics, 2018, p. 18). The millennial generation as human resources are an asset for companies or agencies that must be maintained and also develop its potential. One of the government agencies whose employees are mostly millennials is the BNN office in the Riau Islands.

Provincial National Narcotics Agency or abbreviated BNNP is a vertical agency of the National Narcotics Agency that carries out the duties, functions, and authorities of the National Narcotics Agency within the province. Regency/City BNN is a vertical agency of the National Narcotics Agency that carries out the duties, functions, and authorities of the National Narcotics Agency within the Regency/City area. The Batam BNN Rehabilitation Workshop is a Technical Implementation Unit (UPT) of the National Narcotics Agency in the field of rehabilitation services for abusers and/or addicts of narcotics, psychotropic substances, and other addictive substances. (National Narcotics Agency, 2014, p. 32).

Generation Y or millennials tend to like a relaxed work atmosphere and are able to do several things simultaneously or multi-task. This generation is called millennial because of their closeness to the millennium era and raised in the digital age. The millennial generation has a fairly high self-confidence compared to the generations before them at the same age. This confidence is manifested in the form of optimism. They don't give up easily to solve a problem. Because they have many instruments that can be used to find solutions, one of which is technology.

There is a stereotype against millennials who think that the millennial generation is a workforce that is not loyal to the company and wants too much reciprocity in the

THE EFFECT OF WORK-LIFE BALANCE, WORK STRESS AND WORK MOTIVATION ON JOB SATISFACTION THROUGH PSYCHOLOGICAL CAPITAL ON BNN MILLENNIAL EMPLOYEES IN RIAU ISLANDS

Meta Amelia Widya Saputri, Muammar Khaddafi, I Wayan Catrayasa, Indrayani

workplace.(Buzza, 2017, p. 52). Compared to previous generations, millennials are more often free to move from one job to another. Millennial workers show a low desire to stay in their current job. They are quite open to various alternative jobs(Adkins, 2019, p. 45).

The purpose of working is also different between millennials and generationsprevious generation. Millennials work because they are driven by the need to do something meaningful to be someone, create something, and achieve satisfaction and get rewarded for bringing change to the world. In contrast to Generation X, whose work goal is to earn a decent living, comfort for their families and offspring (Yudith and John, 2018, p. 41).

Another factor that influences employee job satisfaction is work motivation.Job satisfaction is affectedby work motivation in an organization, this means that work motivation is the basic capital and at the same time a trigger factor for employees to work and be satisfied with their work.(Can, 2016, p. 35). Based on information from the personnel departmentBNN in the Riau Islands, there are still many employees who have low discipline, this is one indicator that the motivation of these employees is also low.

The aims of this research are:

1. To find out and analyze whether work-life balance affects the psychological capital of BNN millennial employees in the Riau Islands.
2. To find out and analyze whether work stress affects the psychological capital of BNN millennial employees in the Riau Islands.
3. To find out and analyze whether motivation has an effect on the psychological capital of BNN millennial employees in the Riau Islands.
4. To find out and analyze whether work-life balance has an effect on job satisfaction of BNN millennial employees in the Riau Islands.
5. To find out and analyze whether work stress has an effect on job satisfaction of BNN millennial employees in the Riau Islands.
6. To find out and analyze whether motivation has an effect on job satisfaction of BNN millennial employees in the Riau Islands.
7. To find out and analyze whether psychological capital has an effect on job satisfaction of BNN millennial employees in the Riau Islands.
8. To find out and analyze whether work-life balance has an effect on job satisfaction of BNN millennial employees in the Riau Islands through psychological capital.
9. To find out and analyze whether work stress affects the job satisfaction of millennial BNN employees in the Riau Islands through psychological capital.
- 10.To find out and analyze whether motivation has an effect on job satisfaction of BNN millennial employees in the Riau Islands through psychological capital.

2. LITERATURE REVIEW

2.1. Job Satisfaction

Edwin A. Locke as quoted by Luthans(2006, p. 74)defines job satisfaction as a pleasant feeling or positive feeling that is the result of an assessment of one's work experience.Job satisfaction is a belief that can foster the desire of employees to work optimally in the company(Utomo et al., 2017, p. 65).According to Afandi(2018, p. 77) job satisfaction indicators include; satisfaction with work, satisfaction with wages, satisfaction with promotion opportunities, satisfaction with superior supervision and satisfaction with coworkers.

2.2. Psychological Capital

Luthan, Youssef and Avolio define Psychological capital as part of individual human development, which is synonymous with having the confidence to take and exert efforts to achieve success in challenging tasks (self-efficacy); be positive about current and future success (optimism); persevering in achieving goals/goals and if necessary diverting ways to achieve goals

as part of success (hope); when hit by problems and difficulties, it can survive and bounce back even beyond its original state to achieve success (resiliency)(Luthans et al., 2007, p. 24).

Psychological capital refers to positive psychological resources, which are owned by an individual and are useful in predicting the synthesis of the psychological state of work, individual high performance and happiness index. This positive mentality can lead to positive organized behavior, making individuals diligent in doing the right thing and getting higher performance and job satisfaction(Zhao & Hou, 2009).

2.3. Work-Life Balance

In the world of work, The existence of a balance between work and life outside of work is known as work-life balance. Work-life balance is the degree to which employees are equally engaged and satisfied in their roles in their work and non-work lives(Greenhaus et al., 2003, p. 510).Schermerhorn(2013, p. 412)revealed that Work-Life balance is a person's ability to balance the demands of work with personal and family needs.

Work-life balance indicators consist of time balance, involvement balance and satisfaction balance.(McDonald et al., 2005, p. 17).

2.4. Work Stress

In human resource management, job stress is not a new thing. Every employee has the potential to experience work stress due to workload, work conflict, or other problems caused in the work environment. According to Siagian(in Fatikhin, 2017, p. 81)Job stress is a condition of tension that creates a physical and psychological imbalance, which affects the emotions, thought processes, and condition of an employee.

Sunyoto(2012, p. 92)defines that stress is a consequence of any environmental actions and situations that may create excessive psychological and physical demands. According to Mangkunegara(2013, p. 102)Stress is a feeling of pressure experienced by employees in dealing with work. Another definition expressed by Hasibuan(2016, p. 45)Stress is a condition of tension that affects a person's emotions, thought processes and conditions.

According to Hasibuan(2016, p. 48), Work stress indicators are workload, leader attitude, working time, conflict, communication, work authority.

2.5. Work Motivation

Motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and driven to carry out activities with sincerity, pleasure and earnestness so that the results of the activities he does get good and quality results.(Afandi, 2018, p. 54). Mangkunegara(2013, p. 102)suggested that Motivation is a condition that moves employees to be able to achieve the goals of their motives.

According to Maslow(in Mangkunegara, 2013, p. 102)indicators for measuring motivation, namely physiological needs, security needs, social needs or a sense of belonging, self-esteem needs and self-actualization needs.

2.6. Hypothesis

- H1 : *Work-life balance* affect psychological capital
- H2 : Work stress affects psychological capital
- H3 : Work motivation affects psychological capital
- H4 : *Work-life balance* affect job satisfaction
- H5 : Job stress affects job satisfaction
- H6 : Work motivation affects job satisfaction
- H7 : *Psychological capital* affect job satisfaction
- H8 : *Work-life balance* affect job satisfaction through psychological capital
- H9 : Job stress affects job satisfaction through psychological capital
- H10 : Work motivation affects job satisfaction through psychological capital

3. RESEARCH METHOD

This research was carried out at the BNN office in the Riau Islands. The research was conducted quantitatively by using a questionnaire to 81 respondents.

THE EFFECT OF WORK-LIFE BALANCE, WORK STRESS AND WORK MOTIVATION ON JOB SATISFACTION THROUGH PSYCHOLOGICAL CAPITAL ON BNN MILLENNIAL EMPLOYEES IN RIAU ISLANDS

Meta Amelia Widya Saputri, Muammar Khaddafi, I Wayan Catrayasa, Indrayani

Determination of the sample in this study using purposive sampling technique. The criteria used as a sample are millennial employees or those currently aged between 22 to 40 years, status as permanent employees / civil servants who work at the Riau Islands BNN office. The data analysis method used is descriptive analysis and structural modeling (SEM).

4.RESULTS AND DISCUSSION

Questionnaires distributed to respondents have been tested for validity using product moment correlation and instrument reliability using Cronbach Alpha. There are 75 items of questions posed to respondents that have met the valid and reliable requirements.

4.1. Analysis of the Measurement Model (Outer Model)

a. Load Factor Test Results

Based on the table of outer loading measurement results, from 75 question items, there are values > 0.7 or 55 items are considered valid.

b. AVE. Test Results

Variable	Average Variance Extracted (AVE)
X1 (Work-Life Balance)	0.703
X2 (Work Stress)	0.686
X3 (Work Motivation)	0.680
Z (Psychological Capital)	0.734
Y (Job Satisfaction)	0.734

Based on the results of the AVE test in the table above, all AVE values > 0.5 indicate that all variables meet the requirements of convergent validity.

c. Fornell-Larcker Criterion

Variable	Job satisfaction	Motivation	Psychological Capital	Work Stress	Work-Life Balance
Job satisfaction	0.857				
Motivation	0.455	0.825			
Psychological Capital	0.764	0.627	0.857		
Work Stress	-0.624	-0.182	-0.583	0.829	

<i>Work-Life Balance</i>	0.609	0.799	0.709	-0.428	0.839
--------------------------	-------	-------	-------	--------	-------

d. Heterotrait-Monotrait Ratio (HTMT)

Variable	Y	X3	Z	X2	X1
Y					
X3	0.476				
Z	0.745	0.733			
X2	0.619	0.237	0.647		
X1	0.610	0.713	0.796	0.430	

Based on the table above, the correlation results of all variables have a correlation value of < 0.900 so that all variables are declared valid.

e. Composite Reliability

Variable	Composite Reliability
X1 (Work-Life Balance)	0.922
X2 (Work Stress)	0.938
X3 (Work Motivation)	0.914
Z (Psychological Capital)	0.892
Y (Job Satisfaction)	0.961

Based on the results of the Composite Reliability test in the table above, it was found that all values > 0.7, then the construct was considered reliable.

f. Cronbach's Alpha reliability

Variable	Cronbach's Alpha
X1 (Work-Life Balance)	0.896
X2 (Work Stress)	0.924
X3 (Work Motivation)	0.882
Z (Psychological Capital)	0.818
Y (Job Satisfaction)	0.955

Based on the results of the reliability test in the table above, it can be concluded that all variables are reliable because they have Cronbach's Alpha values > 0.7.

4.2. Structural Model Analysis (Inner Model)

a. R-Square. Test Results

Variable	R Square	Adjusted R Square
Z	0.639	0.625
Y	0.642	0.623

Based on the results of the R-square test above, it is found that 63.9 percent of the Z variable is influenced by the variables X1, X2, X3. As much as 64.2 percent of the variable Y is influenced by variables X1, X2, X3 and Z.

THE EFFECT OF WORK-LIFE BALANCE, WORK STRESS AND WORK MOTIVATION ON JOB SATISFACTION THROUGH PSYCHOLOGICAL CAPITAL ON BNN MILLENIAL EMPLOYEES IN RIAU ISLANDS

Meta Amelia Widya Saputri, Muammar Khaddafi, I Wayan Catrayasa, Indrayani

b. Colinearity Test Results

Variable	X1	X2	X3	Z	Y
X1				3,582	3,763
X2				1.342	1,808
X3				3,024	3,361
Z					2,768
Y					

Based on the information above, the structural model in this study does not contain a collinearity problem because the VIF value is > 5.00 .

c. Structural Model Path Coefficients

Direct Effect Hypothesis

Variable	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
X1 \rightarrow Z	0.255	0.246	0.089	2,859	0.004
X1 \rightarrow Y	0.175	0.177	0.144	1,212	0.226
X2 \rightarrow Z	-0.410	-0.411	0.079	5,194	0.000
X2 \rightarrow Y	-0.248	-0.272	0.126	1,973	0.049
X3 \rightarrow Z	0.349	0.363	0.109	3,204	0.001
X3 \rightarrow Y	0.067	0.042	0.122	0.548	0.584
Z \rightarrow Y	0.538	0.502	0.139	3,859	0.000

Relationship between variables can be said to be significant when the value of T-statistics > 1.96 , (Ghozali, 2017, p. 78). If the probability value (P Value) $< \alpha$ (0.05) then H_0 is accepted (there is an influence between the independent variables on the dependent variable). Based on the results of the direct influence analysis test, it can be seen that those that have a direct influence are X1 on Z, X2 on Z, X3 on Z, X2 on Y and Z on Y.

Indirect Effect Hypothesis Testing

Variable	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
X1 \rightarrow Z \rightarrow Y	0.137	0.125	0.061	2,265	0.024
X2 \rightarrow Z \rightarrow Y	-0.221	-0.205	0.066	3,319	0.001
X3 \rightarrow Z \rightarrow Y	0.188	0.180	0.072	2,615	0.009

- 1) Based on the table above, the coefficient value of the indirect effect of X1 on Y through Z is $2.265 > 1.96$ with a P value of $0.024 < 0.05$ so that it can be stated that the Z variable mediates the effect between the X1 variable on the Y variable.
- 2) Based on the table above, the coefficient value of the indirect effect of X2 on Y through Z is $3.319 > 1.96$ with a P value of $0.000 < 0.05$, so it can be stated that the Z variable mediates the effect between the X2 variable on the Y variable.
- 3) Based on the table above, the coefficient value of the indirect effect of X3 on Y through Z is $2.615 > 1.96$ with a P value of $0.009 < 0.05$. It can be stated that the Z variable mediates the effect of the X3 variable on the Y variable.

5. CONCLUSIONS AND SUGGESTIONS

5.1. Conclusion

Based on the table above, the results of hypothesis testing are obtained:

- H1 : *Work-life balance* significant positive effect on psychological capital
- H2 : Work stress has a negative effect on psychological capital
- H3 : Work motivation has a positive effect on psychological capital
- H4 : *Work-life balance* does not affect job satisfaction
- H5 : Job stress has a negative effect on job satisfaction
- H6 : Work motivation has a positive effect on job satisfaction
- H7 : *Psychological capital* affect job satisfaction
- H8 : *Work-life balance* affect job satisfaction through psychological capital
- H9 : Job stress affects job satisfaction through psychological capital
- H10 : Work motivation affects job satisfaction through psychological capital

5.2. Suggestions

Suggestions that can be given in this research are:

1. Management is expected to pay more attention to the work-life balance of employees by arranging the main tasks and functions (tupoksi) or assignments based on an analysis of the workload of each employee.
2. Employees are expected to be able to balance time for work and time for activities outside of work, so that the physical and mental health of employees can be maintained properly.
3. Employees are expected to have strategies to manage work stress that are tailored to the needs and abilities of the employees themselves.
4. The personnel department can develop programs intended for employees, in order to increase work motivation for all employees.
5. With concern for employee work-life balance, good work stress management, as well as increasing work motivation and employee psychological capital, it is expected to increase employee job satisfaction.
6. The nature and characteristics of the millennial generation, if developed effectively can provide benefits and advantages for the organization. Organizations need to understand that the millennial generation in doing their work requires rewards, recognition, involvement and flexible working hours in order to maintain the mental health of employees.
7. Further researchers should emphasize more on job satisfaction factors that have not been studied in this study.

REFERENCES

- Adiawaty, S. (2021). Commitment to the Organization, in Generation Y Employees. 24(3), 419–425.
- Adkins, A. (2019). Millennials: The Job-Hopping Generation. GALLUP.
- Afandi, P. (2018b). HUMAN RESOURCE MANAGEMENT; Theory, Concepts and Indicators, (1st ed.). Zanafra.
- Ali, N., & Ali, A. (2014). The Mediating Effect of Job Satisfaction between Psychological Capital and Job Burnout of Pakistani Nurses. Soc Sci Pakistan Journal of Commerce and Social Sciences, 8(2), 399–412.
- Alianto, A., & Anindita, R. (2014). Effect of Compensation and Work Life Balance on Job Satisfaction Mediated by Job Stress. Journal of Thesis Management, 1–18.
- Anwar, P. (2009). Human Resource Management. PT. Rosdakarya Youth.
- Arikunto, S. (2010). Research Procedure A Practical Approach (Revised VI). Rineka Cipta.
- National Narcotics Agency. (2014). Regulation of the Head of the National Narcotics Agency regarding the Organization and Work Procedure of the National Narcotics Agency Rehabilitation Workshop. BNN.
- Central Bureau of Statistics. (2018). Indonesian Millennial Generation Profile. The Ministry of Women's Empowerment and Child Protection. www.freepik.com
- Central Bureau of Statistics. (2021). The State of the Work Force in Indonesia August 2021 (Issue

THE EFFECT OF WORK-LIFE BALANCE, WORK STRESS AND WORK MOTIVATION ON JOB SATISFACTION THROUGH PSYCHOLOGICAL CAPITAL ON BNN MILLENIAL EMPLOYEES IN RIAU ISLANDS

Meta Amelia Widya Saputri, Muammar Khaddafi, I Wayan Catrayasa, Indrayani

- August 2021). BPS.
- Badriyah, M. (2015). Human Resource Management. CV. Setia Library.
- Bustani, B., Gaddafi, M., & Nur Ilham, R. (2022). REGIONAL FINANCIAL MANAGEMENT SYSTEM OF REGENCY/CITY REGIONAL ORIGINAL INCOME IN ACEH PROVINCE PERIOD YEAR 2016-2020. *International Journal of Educational Review, Law And Social Sciences (IJERLAS)*, 2(3), 459–468. <https://doi.org/10.54443/ijerlas.v2i3.277>
- Buzza, JS (2017). Are You Living to Work or Working to Live? What Millennials Want in the Workplace. *Journal of Human Resources Management and Labor Studies*, 5(2), 15–20.
- Falahuddin, F., Fuadi, F., Munandar, M., Juanda, R., & Nur Ilham, R. (2022). INCREASING BUSINESS SUPPORTING CAPACITY IN MSMES BUSINESS GROUP TEMPE BUNGONG NANGGROE KERUPUK IN SYAMTALIRA ARON DISTRICT, UTARA ACEH REGENCY. *IRPITAGE JOURNAL*, 2(2), 65–68. <https://doi.org/10.54443/irpitage.v2i2.313>
- Fisher, G., Bulger, C., & Smith, C. (2009). Beyond Work and Family: A Measure of Work/Nonwork Interference and Enhancement. *Journal of Occupational Health Psychology*, 14(4).
- Geovani, I., Nurkhotijah, S., Kurniawan, H., Milanie, F., & Nur Ilham, R... (2021). JURIDICAL ANALYSIS OF VICTIMS OF THE ECONOMIC EXPLOITATION OF CHILDREN UNDER THE AGE TO REALIZE LEGAL PROTECTION FROM HUMAN RIGHTS ASPECTS: RESEARCH STUDY AT THE OFFICE OF SOCIAL AND COMMUNITY EMPOWERMENT IN BATAM CITY. *International Journal of Educational Review, Law and Social Sciences (IJERLAS)*, 1(1), 45–52. <https://doi.org/10.54443/ijerlas.v1i1.10>
- Gofur, A. (2018). The Effect of Job Stress on Employee Job Satisfaction. *UNIAT Faculty of Economics Management and Business Research Journal*, 3, 295–304.
- Greenhaus, JH, Collins, KM, & Shaw, JD (2003a). The relation between work-life balance and Quality of life. *Journal of Vocational Behavior*, 63(3), 510–531.
- Greenhaus, JH, Collins, KM, & Shaw, JD (2003b). The relation between work-family balance and quality of life. *Journal of Vocational Behavior*, 63(3), 510–531.
- Hair, Hult, R. & S. (2010). *Multivariate Data Analysis: A Global Perspective*.
- Hasibuan, MS. (2010). *Human Resource Management*. Earth Literature.
- Hasibuan, MS. (2016). *Human Resource Management (Revi Edition)*. Earth Literature.
- Ilham, Rico Nur. et all (2019). Investigation of the Bitcoin Effects on the Country Revenues via Virtual Tax Transactions for Purchasing Management. *International Journal of Supply Management*. Volume 8 No.6 December 2019.
- Ilham, Rico Nur. et all (2019).. Comparative of the Supply Chain and Block Chains to Increase the Country Revenues via Virtual Tax Transactions and Replacing Future of Money. *International Journal of Supply Management*. Volume 8 No.5 August 2019.
- Jang, SJ, Park, R., & Zippay, A. (2011). The interaction effects of scheduling control and work-life balance programs on job satisfaction and mental health. *International Journal of Social Welfare*, 20(2), 135–143.
- Lasta Irawan, A. ., Briggs, D. ., Muhammad Azami, T. ., & Nurfaliza, N. (2021). THE EFFECT OF POSITION PROMOTION ON EMPLOYEE SATISFACTION WITH COMPENSATION AS INTERVENING VARIABLES: (Case Study on Harvesting Employees of PT. Karya Hevea Indonesia). *International Journal of Social Science, Educational, Economics, Agriculture Research, and Technology (IJSET)*, 1(1), 11–20. <https://doi.org/10.54443/ijset.v1i1.2>
- likdanawati, likdanawati, Yanita, Y., Hamdiah, H., Nur Ilham, R., & Sinta, I. (2022). EFFECT OF ORGANIZATIONAL COMMITMENT, WORK MOTIVATION AND LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE OF PT. ACEH DISTRIBUS INDO RAYA.

- International Journal of Social Science, Educational, Economics, Agriculture Research, and Technology (IJSET), 1(8), 377–382. <https://doi.org/10.54443/ijset.v1i8.41>
- Luthans, F. (2006). *Organizational Behavior*, Seventh Edition, , Singapore. (Seventh). McGraw-Hill International.
- Luthans, F., Youssef, CM, & Avolio, BJ (2007). Psychological Capital: Developing the Human Competitive Edge. In *Psychological Capital: Developing the Human Competitive Edge*.
- Majied Sumatrani Saragih, M., Hikmah Saragih, U. ., & Nur Ilham, R. . (2021). RELATIONSHIP BETWEEN MOTIVATION AND EXTRINSIC MOTIVATION TO ICREASING ENTREPRENEURSHIP IMPLEMENTATION FROM SPP AL-FALAH GROUP AT BLOK 10 VILLAGE DOLOK MASIHUL. MORFAI JOURNAL, 1(1), 1–12. <https://doi.org/10.54443/morfai.v1i1.11>
- Mangkunegara, AP (2013). *Company Human Resources Management*. PT. Rosdakarya Youth.
- McDonald, P., Brown, K., & Bradley, L. (2005). Explanations for the provision-utilization gap in work-life policy. *Women in Management Review*, 20(1), 37–55.
- Nur Ilham, R., Arliansyah, A., Juanda, R., Multazam, M., & Saifanur, A. . (2021). RELATHIONSIP BETWEEN MONEY VELOCITY AND INFLATION TO INCREASING STOCK INVESTMENT RETURN: EFFECTIVE STRATEGIC BY JAKARTA AUTOMATED TRADING SYSTEM NEXT GENERATION (JATS-NG) PLATFORM. *International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration (IJEBAS)*, 1(1), 87–92. <https://doi.org/10.54443/ijevas.v1i1.27>
- Nur ilham, R., Likdanawati, L., Hamdiah, H., Adnan, A., & Sinta, I. . (2022). COMMUNITY SERVICE ACTIVITIES “SOCIALIZATION AVOID STUDY INVESTMENT” TO THE STUDENT BOND OF SERDANG BEDAGAI. *IRPITAGE JOURNAL*, 2(2), 61–64. <https://doi.org/10.54443/irpitage.v2i2.312>
- Peterson, SJ, Luthans, F., Avolio, BJ, Walumbwa, FO, & Zhang, Z. (2011). Psychological Capital and Employee Performance: A latent Growth Modeling Approach. *Personnel Psychology*, 64(2), 427–450.
- Rahmaniar, R., Subhan, S., Saharuddin, S., Nur Ilham, R. ., & Anwar, K. . (2022). THE INFLUENCE OF ENTREPRENEURSHIP ASPECTS ON THE SUCCESS OF THE CHIPS INDUSTRY IN MATANG GLUMPANG DUA AND PANTON PUMP. *International Journal of Social Science, Educational, Economics, Agriculture Research, and Technology (IJSET)*, 1(7), 337–348. <https://doi.org/10.54443/ijset.v1i7.36>
- Rivai, V., & Sagala, EJ (2011). *Human Resource Management for Companies from Theory to Practice* (second). PT. Raja Grafindo Persada.
- Rumengan, J., Gaddafi, M., Syarif, A., & Yanti, S. (2020). *Research methodology*. CV. Sefa Bumi Persada.
- Sandi, H., Afni Yunita, N., Heikal, M., Nur Ilham, R., & Sinta, I. (2021). RELATIONSHIP BETWEEN BUDGET PARTICIPATION, JOB CHARACTERISTICS, EMOTIONAL INTELLIGENCE AND WORK MOTIVATION AS MEDIATOR VARIABLES TO STRENGTHENING USER POWER PERFORMANCE: AN EMPERICAL EVIDENCE FROM INDONESIA GOVERNMENT. MORFAI JOURNAL, 1(1), 36–48. <https://doi.org/10.54443/morfai.v1i1.14>
- Sinta, I., Nur Ilham, R., Kumala Sari, D., M, M., Khaidir, K., & Ekamaida, E. (2021). Training The Processing of Tomato Sauce for A Home-Based Business the Scale Of SMES. *IRPITAGE JOURNAL*, 1(1), 26–28. <https://doi.org/10.54443/irpitage.v1i1.24>
- Sinurat, M., Heikal, M., Simanjuntak, A., Siahaan, R. ., & Nur Ilham, R. . (2021). PRODUCT QUALITY ON CONSUMER PURCHASE INTEREST WITH CUSTOMER SATISFACTION AS A VARIABLE INTERVENING IN BLACK ONLINE STORE HIGH CLICK MARKET: Case Study on Customers of the Tebing Tinggi Black Market Online Store. MORFAI JOURNAL, 1(1), 13–21. <https://doi.org/10.54443/morfai.v1i1.12>
- Sinaga, EK (2022). Anticipation of ASN Performance for Those Called Millennial Generation. *Journalkeumenkeu*, 1, 42.

THE EFFECT OF WORK-LIFE BALANCE, WORK STRESS AND WORK MOTIVATION ON JOB SATISFACTION THROUGH PSYCHOLOGICAL CAPITAL ON BNN MILLENIAL EMPLOYEES IN RIAU ISLANDS

Meta Amelia Widya Saputri, Muammar Khaddafi, I Wayan Catrayasa, Indrayani

Sugiyono. (2017). Statistics For Research. Alfabet.

Sunyoto, D. (2012). Human Resource Management. PT. Fun Book.

Sutrisno, E. (2017). Human Resource Management. Prenadamedia Group.

Yusuf Iis, E., Wahyuddin, W., Thoyib, A., Nur Ilham, R., & Sinta, I. (2022). THE EFFECT OF CAREER DEVELOPMENT AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE WITH WORK MOTIVATION AS INTERVENING VARIABLE AT THE OFFICE OF AGRICULTURE AND LIVESTOCK IN ACEH. International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration (IJEBA), 2(2), 227–236.<https://doi.org/10.54443/ijevas.v2i2.191>

Zhao, Z., & Hou, J. (2009). The Study On Psychological Capital Development Of Intrapreneurial Team. International Journal of Psychological Studies.