THE EFFECT OF ORGANIZATIONAL CULTURE, JOB STRESS, WORK-LIFE BALANCE AND MOTIVATION ON JOB SATISFACTION
(Case Study: Human Resources in Indonesia's Animation Industry)

By
Charvia Liesera[1], Bernadetta Dwi Suatmi[2]
[1,2]Institut Bisnis dan Informatika Kwik Kian Gie
Email: [1]charvialiesera@gmail.com

Abstract: *The animation industry in Indonesia is a developing industry, with several problems that are inevitable, such as the lack of human resources by quality and quantity to suffice the needs of the industry. Animation, as one of service industry that depends a lot on human resources for production, requires adequate human resources who can carry out maximum effort to reach the organizational needs. One of the aspects to fulfil these needs is by increasing job satisfaction, in hope that it could improve productivity and work quality. This research aims to analyse the relationship between organizational culture, job stress, work-life balance and motivation towards job satisfaction amongst human resources in Indonesia's animation industry. Data collection is done by sharing out questionnaire, and is processed with multiple linear regression analysis using SPSS program. Analysis findings based on 268 respondents found that organizational culture has a positive and significant impact towards job satisfaction, job stress has a negative and significant impact towards job satisfaction, work-life balance has a positive and significant impact towards job satisfaction, and motivation has a positive and significant impact towards job satisfaction*

INTRODUCTION

The animation industry is a creative industry that are tightly engaged in technology and human creativity. Animation industry is divided into two main types, providing services or creating their own intellectual property (IP). In Indonesia, the main source of revenue coming from animation studios is still by providing services within the country (2020 Indonesia Animation Report, 2022). Due to the nature of this industry, they highly rely on human resources to reach the organizational goals. The 2020 Indonesian Animation Report shows a consistent growth of revenue from a total of 120 animation studios in Indonesia in the year 2015-2019, until the year 2020 when the Covid-19 pandemic strikes. This shows great potential of the industry to grow, given they have the right support and

conditions.

Previous research discussed the many problems of the animation industry in Indonesia, such as the lack of skilled workers, high price of technology, and the low quality and quantity of education (Nurjati et al., 2020). The lack of education and skilled lecturers are causing an unsatisfied demand of human resources in the animation industry to fulfil the industrial needs. This caused lots of projects to be declined, which is an opportunity loss for the organization (Nurjati et al., 2020). Based on researcher's observation from being in the animation industry for about 4 years, a lot of studios in Indonesia are continuously opening hiring for artists, but not only the local studios, even studios from neighbouring countries such as Malaysia are hiring artists from Indonesia. From the above information, we can conclude that there is a highly competitive demand in the industry for skilled workers, that are important for growth and to increase competitiveness. One way to maintain the growth of the animation industry is by improving the management of human resources to produce high quality, motivated and happy workers. Many studies related to management of creative industries highlight the importance of recruiting good workers, but very little of them discussed on how to manage human resources after joining the organization (Bérubé & Demers, 2019).

An important aspect related to the management of human resources as they work in an industry is job satisfaction. Job satisfaction refers to the feeling of how much someone like their job (satisfied) or dislike their job (dissatisfied) (Spector, 1997, p.2). Ensuring the happiness of workers can increase organizational income and reduce cost (George & Siddique,2020). In this case, increasing job satisfaction is considered to be able to increase work efficiency. Even so, further studies regarding the relationship between job satisfaction and efficiency are required, as work efficiency are affected by variety of factors. But overall, it is said that job satisfaction has a positive impact towards a worker's mental and physical wellbeing (George & Siddique,2020). A study 'How to Improve Happiness at Work in 2022' by Kohlrabi Consulting states that improving job satisfaction undertaking long-term, everyday practices that make the work day enjoyable and efficient for all team members (Kohlrabi, 2022). Especially for the animation industry, if the artists are not in the right mood, their work would take too long time and have an unattractive design (Nurjati et al., 2020).

Based on literature review, studies about the factors affecting job satisfaction had been done many times. These factors include organizational culture, job stress, work-life balance and motivation. But these studies have shown different results. These four factors might have positive or negative influence towards job satisfaction, and their influence might be significant or insignificant. Previous studies had been done in the service sectors such as hospitals, banking industry, education facilities, and many more. But there is still a lack of study regarding job satisfaction in the animation industry, especially Indonesia. Hence, this research aims to empirically study the effect of organizational culture, job stress, work-life balance and motivation on job satisfaction amongst workers of the animation industry in Indonesia.

This study hopes to be able to provide practical insight for animation studios in Indonesia, by understanding their human resources, on how to increase job satisfaction of their existing workers. This study also hopes to be able to provide knowledge to readers

and work as a reference for future studies about management in Indonesia's animation industry.

LITERATURE REVIEW
Organizational Culture

Organizational culture refers to the value, assumptions, behaviour and norms of action that turns into a custom reflected through appearance, attitude, and actions, and hence becomes an identity of an organization (Sedarmayantim 2018 as cited in Ariani & Mugiastuti, 2022). When applying for a job, the organizational culture is the most important thing that a worker will search on (Kohlrabi, 2022). The factors of organizatioanl culture are inovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability (Langton & Robbins, 2007).

Organizational culture that are aligned with the worker's values gave an opportunity for workers to be innovative and flexible, hence increasing job satisfaction (Ariani & Mugiastuti, 2022). Meanwhile, organizational culture that are not aligned with the worker's values will cause job dissatisfaction (Robbins & Judge, 2012). Organizational culture may also not affect job satisfaction if it is deemed unimportant as workers get their satisfaction from other factors (Syahruddin et al., 2022). Past researches by Rismayadi (2022), Sriani et al. (2022), Ariani et al. (2022), and Septyarini et al. (2022) shows that organizational culture have a positive and significant effect on job satisfaction, while study by Syahruddin et al. (2022) shows no significant effect.

H1: Organizational culture has a positive and significant effect on job satisfaction.

Job Stress

Job stress occurs when work demand exceeds a person's perceived ability and resources to fulfil the needs (Beehr & Newmann, 1978). A low stress level can be used positively to increase performance, challenges, pushes work quality, resulting in an increase in job satisfaction. But on the other side, excessive stress can also reduce work performance causing in decrease in job satisfaction (Robbins & Judge, 2012). Past researches by Muslih et al. (2022), Santoso et al. (2022), Setiawan et al. (2022), and Rizan et al. (2022) shows that job stress have a negative and significant effect on job satisfaction, while research by Agnessia et al. (2022) shows no significant effect.

H2: Job stress has a negative and significant effect on job satisfaction.

Work-life Balance

Work-life balance is the allocation of available resources such as time, mind, and energy, wisely amongst different elements of life such as work, family, and personal needs (Delecta, 2011). One of the way for an organization to increase worker's job satisfaction and happiness is by providing flexible working and a healthy work-life balance (Kohlrabi, 2022). Work-life balance are categorized into three dimensions, which is (1) work interference with personal life, (2) personal life interference with work, and (3) work or personal life enhancement.

According to Fisher et al. (2003) as cited in Rizan et al. (2022), when a worker can balance their responsibilities at work and roles in their family, then they will experience work life balance as the challenges outside work will not burden them. Work-life balance can be achieved only when the organizations supports it for their members (Sukur &

Susanty, 2022). Past researches by Efendi et al. (2022), Sukur et al. (2022), Rizan et al. (2022), and Siasahan et al. (2022) shows positive and significant effect of work-life balance towards job satisfaction, while research by Alianto et al (2022) shows no significant effect.
H3: Work-life balance has a positive and significant effect on job satisfaction.

Motivation

Motivation is a psychological phenomenon where the needs and wants of an individual is overcome by making an incentive plan (Juneja). Hezberg's two factor theory states that in the work environment, there are motivational factors that will increase job satisfaction and other set of hygiene factors, which if not present, will cause job dissatisfaction. Motivational factors such as the work itself, end result, career advancement, growth opportunity, recognition, responsibility, and achievement are motivators that can increase job satisfaction (Robbins & Judge, 2012). Without motivation, workers will do their job half-heartedly (Imam & Rismawati, 2022).

Past research by Santoso et al. (2022), Efendi et al. (2022), Setiawan et al. (2022), Agnessia et al. (2022), dan Imam et al. (2022), shows that motivation has a positive and significant effect on job satisfaction. Increasing motivation will increase job satisfaction.
H4: Motivation has a positive and significant effect on job satisfaction.

Job Satisfaction

Job satisfaction refers to the feeling of how much someone like their job (satisfied) or dislike their job (dissatisfied) (Spector, 1997, p.2). Robbins & Judge (2012) define job satisfaction as a positive feeling as a result of the characteristic of the job itself. The consequences of job dissatisfaction include exiting the organization, voicing their opinions and suggesting improvements, staying loyal by passively waiting for the condition to get better, and lastly, neglecting the worsening condition, causing increase in lateness, absence, lack of effort and increasing errors at work.

Based on the description of all the variables above, the research model framework is as shown below:
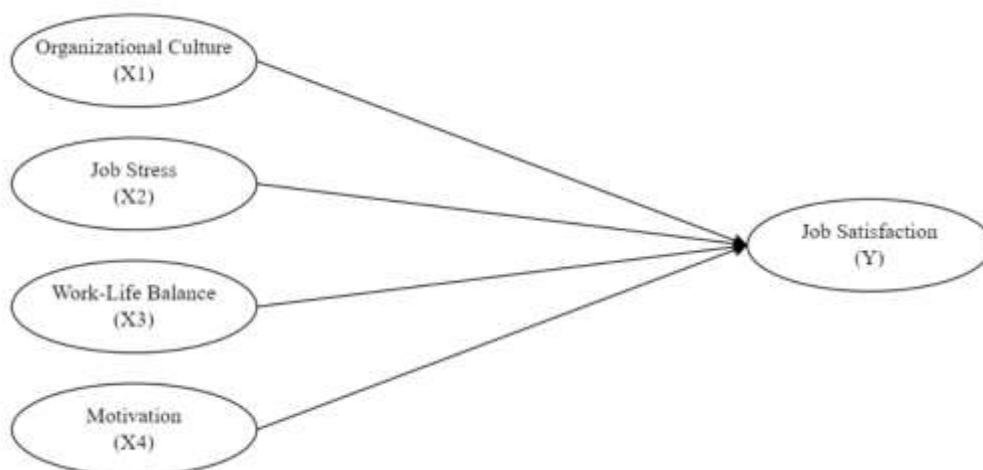
Figure 1. Research Framework
Source: Author (2023)

RESEARCH METHODS

A quantitative research method is used in this study, which is, a data analysis technique that requires calculations to get the result of the tested hypothesis (Sugiyono, 2013). The subject of this research are workers of the animation industry, with Indonesian citizenship, from any division of production, who is working or have worked in the animation industry before. The sample is collected by non-probability sampling, which does not give the same opportunity for every element or members of the population as a chosen sample (Sugiyono, 2013).

Data is collected and processed to test the relationship between variables as per the research hypothesis. Data collection is done by compiling sets of questions in *Google Form*, and broadcasting the link to candidates through social media and private chats. This questionnaire aims directly at people who worked in the industry, through personal connections as well as public animation community groups. In this research, the number of samples required is defined by Isaac and Michael's formula, with margin of error of 10%. Ainaki Animation Report 2020 states that the population of human resources in the animation industry consist of 5771 people, therefore, the minimum required sample is 259 respondents. Through the *Google Form*, data from 272 respondents are collected, but 4 of them have to be excluded since it does fit the criteria of the targeted research subject. This is filtered by reading through the names of their workplace and which division they are working in. At the end, this research uses 268 samples of respondents, which is still above the minimum required sample based on Isaac and Michael's formula with 10% margin of error.

The hypothesis uses four independent variables, namely organizational culture, job stress, work-life balance, and motivation, and one dependent variable, job satisfaction. Organizational culture refers to the pattern of values, beliefs, assumptions, that are assumed to be the right way to think and act in an organization. Organizational culture is measured using 22 indicators in 7 dimension that is developed by Langton & Robbins (2007) in Eko Hertanto. Every indicator is measured using Likert scale 1 (strongly disagree) until 5 (strongly agree). Higher score shows higher level of organizational culture.

Job stress refers to the condition of mismatch between skill and work demand, or needs and work environment. In this research, job stress is measured using 8 indicators from *The Workplace Stress Scale* created by The Marlin Company, North Haven, CT, and The American Institute of Stress, Yonkers, NY (USA). Every indicator is measured using Likert scale 1 (strongly disagree) until 5 (strongly agree). Higher score shows higher level of job stress.

Work-life balance refers to the allocation of resources such as time, mind, and energy, towards different elements in life. In this research, work-life balance is measured using 15 indicators in 3 dimensions, developed by Hayman (2005) from Fisher (2001). Every indicator is measured using Likert scale 1 (strongly disagree) until 5 (strongly agree).

Motivation refers to the reason behind a person's actions. In this research, motivation is measured using Hezberg's motivational theory, by using question obtained from previous study by Tan & Waheed (2011), and Gahanbahadur (2014). This instrument

consists of 14 indicators in 5 dimensions, measured using Likert scale 1 (strongly disagree) until 5 (strongly agree). Higher score shows higher level of motivation.

Job satisfaction is the feeling of how satisfied or dissatisfied a worker is towards their job. In this research, job satisfaction is measured using indicators from previous study by Tan & Waheed (2011). Every indicator is measured using Likert scale 1 (strongly disagree) until 5 (strongly agree). Higher score shows higher level of job satisfaction.

The research hypothesis will be tested using multiple linear regression analysis, but before that, the instrument is tested for its validity and reliability. The multiple regression model will also undergo classic assumption tests that includes: (1) normality of residuals test, (2) multicollinearity test and (3) heteroscedasticity test. After passing the classic assumption test, analysis is continued by doing F-test (goodness of fit), t-test, and co-efficient of determination (R^2) test. The chi-square test will also be done to understand the relationship between job satisfaction and each category of the respondents.

RESULTS AND DISCUSSION
Validity and Reliability Test

Validity test is done to see whether each indicator of the variable are able to convey what is being measured (Ghozali, 2018). This test can be done using *Pearson's Product Moment Correlation.* Based on its correlation, an item is valid if the rCount value is greater than rTable, and vice versa (Nugroho & Haritanto, 2022). This research is done by testing 63 items to measure 5 variables. 22 indicators for organizational culture, 8 indicators for job stress, 15 indicators for work-life balance, 14 indicators for motivation, and 4 indicators for job stress. The rTable value for n=250 and 0.1 significancy is 0.104. The result of validity test shows that every item is valid since rCount > rTable.

Reliability test is done to measure the consistency of each indicator in a variable (Hair et al., 2010). In this research, it is done using *Cronbach's Alpha*. A variable is reliable if *Cronbach's Alpha* > 0.70. The test results shows that the indicators for all of the variables are reliable as *Cronbach's Alpha* > 0.70.

Table 1. Reliability Test Result

Variable	Cronbach's Alpha
Organizational Culture (OC)	0.874
Job Stress (JSS)	0.902
Work-life Balance (WLB)	0.897
Motivation (MV)	0.912
Job Satisfaction (JSF)	0.836

Classic Assumption Tests

Normality of Residual Test is done to test whether the residual value of the regression model is normally distributed. A good regression model fit for statistical tests should have a residual value that is normally or close to normally distributed (Nugroho & Haritanto, 2022). This test is done by *Kolmogorov-Smirnov* non-parametric statistic (K-S) test (Ghozali, 2018). It counts the p-value (also known as Asymp. Sig.), which is how likely the distribution is deviated when compared to the desired distribution. Significancy of greater than 0.05 shows that the data is normally distributed, and vice versa. In this

research, the value of Asymp.Sig (2-tailed) is 0.282, which is greater than 0.05. Hence, the residual data is normally distributed.

Table 2. Normality of Residual Test Result

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		268
Normal Parameters	Mean	0.0000000
	Std. Deviation	1.98392054
Most Extreme Differences	Absolute	0.060
	Positive	0.031
	Negative	-0.060
Kolmogorov-Smirnov Z		0.989
Asymp. Sig. (2-tailed)		0.282

Multicollinearity test is done to find whether there are any corelation between the independent variables in a regression model. A good model is those without corelation between the independent variables (Ghozali, 2018). Multicollinearity can be detected by looking at the *Tolerance* and *VIF* value (Nugroho & Haritanto, 2022). If *Tolerance* ≤ 0.1 and *VIF* ≥ 10, there is multicollinearity, while if *Tolerance* > 0.1 and VIF < 10, multicollinearity is not happening. Based on the test result in Table 3, the *Tolerance* value for every variable is greater than 0.1, and the VIF value is lesser than 10. This means multicollinearity is not happening in every independent variable in this model.

Table 3. Multicollinearity Test Result

Model	Collinearity Statistics	
	Tolerance	**VIF**
Organizational Culture (OC)	0.602	1.662
Job Stress (JSS)	0.372	2.692
Work-life Balance (WLB)	0.400	2.499
Motivation (MV)	0.524	1.907

Heteroscedasticity test is done to test whether the residuals of a regression model have changing variance. If the variance of a residual from one observation to another is consistent, it is said to be homoscedastic, else it is heteroscedastic. A good regression model is one that is homoscedastic (Ghozali, 2018). *Spearman's Rho* can be used to detect homoscedasticity by correlating the absolute residual value with each variable. If the significancy between each independent variable and absolute residual is less than 0.05, it is said to be heteroscedastic. Meanwhile, if the significancy is greater then 0.05, then heteroscedasticity is not happening. In this research, the significancy for every variable is greater than 0.05, which means that heteroscedasticity is not happening to all of the independent variables.

<div align="center">**Table 4. Heteroscedasticity Test Result**</div>

		Organizational Culture (OC)	Job Stress (JSS)	Work-life Balance (WLB)	Motivation (MV)
ABS_RES	***Spearman's Rho***	-0.59	0.066	-0.070	-0.034
	Sig. (2-tailed)	0.337	0.278	0.257	0.575

All three tests above shows that the data is fit for further testing as multicollinearity and heteroscedasticity is not happening, and the residual is normally distributed.

Multiple Linear Regression Analysis

Multiple linear regression analysis is done to predict the value of dependent variable based on the impact of two or more independent variable. A multiple regression analysis increases the prediction accuracy compared to a single linear regression, and the research is done by believing hypothetically that the dependent variable can be explained by a few independent variables. Multiple linear regression can be expressed as the following (Cooper & Schindler, 2014):

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \cdots + \beta_i X_i + \varepsilon$$

Y   = independent variable
X   = dependent variable
β_0 = constant (the value of Y when all X = 0)
β_i = regression coefficient (slope)
ε = residual error

In this research, the equation is as follows:

$$JSF = \beta_0 + \beta_1 OC + \beta_2 JSS + \beta_3 WLB + \beta_4 MV + \varepsilon$$

JSF   = Job Satisfaction
OC   = Organizational Culture
JSS   = Job Stress
WLB   = Work-life Balance
MV   = Motivation

Co-efficient of Determination (R^2) Test

Coefficient of determination is used to see the proportion of dependent variable that can be explained by the dependent variable. The value of R^2 is between 0 and 1, wherein 0 means that there is no relationship between the independent and dependent variables, and 1 shows a perfect 100% impact of the independent variables towards the dependent variable. The coefficient determinant R^2 is also one way of measuring the prediction accuracy of a regression model (Hair Jr. et al., 2014). The output shown on Table 5 below shows that the adjusted value of R^2 is 0.576, which means that 57.6% of job satisfaction can be explained by the independent variables *Organizational Culture* (OC), *Job Stress* (JSS), *Work-life Balance* (WLB), *Motivation* (MV), and the rest are influenced by other variables.

Table 5. Co-efficient of Determination (R²) Test Result

Model Summary			
Model	**R**	**R Square**	**Adjusted R Square**
1	0.763	0.582	0.576

Goodness of Fit (F-test)

F-test is used to see whether the linear regression model is fit as an instrument for analysis (Cooper & Schindler, 2014). The null hypothesis tested is $\boldsymbol{\beta_1} = \boldsymbol{\beta_2} = \ldots = \boldsymbol{\beta_i} = 0$. The alternative hypothesis is when any one of the coefficients does not equals to zero. If the null hypothesis is rejected, the regression model is said to be fit for this research. If the significancy (sig.) is greater than 0.5, null hypothesis is accepted and the alternative hypothesis is rejected, and vice versa. The output shown on Table 6 shows that Sig. < 0.05, H_0 is rejected. This means at least one coefficient of *Organizational Culture* (OC), *Job Stress* (JSS), *Work-life Balance* (WLB), and *Motivation* (MV) does not equal to zero. The regression model is fit for this research.

Table 6. F-test Result

ANOVA	
F	**Sig.**
91.579	.000

T-test

The t-test in a multiple linear regression analysis is used to find out the impact of each independent variable partially towards the dependent variable (Nugroho & Haritanto, 2022). The hypothesis are as follows:

$$H_0: \beta_i = 0,$$

meaning the independent variable partially does not have a significant effect towards the dependent variable, and

$$H_a: \beta_i \neq 0,$$

meaning that the independent variable partially has a significant effect towards the dependent variable. Based on significancy, if Sig, > 0.1, H_0 is accepted, otherwise rejected.

Table 7. Multiple Regression Analysis T-Test Result

Coefficients					
	Unstandardized Coefficients		**Standardized Coefficients**	**t**	**Sig. (1-tailed)**
	B	**Std. Error**	**Beta**		
(Constant)	0.090	1.816		0.049	.481
Organizational Culture (OC)	0.051	0.016	0.165	3.217	.001
Job Stress (JSS)	-0.041	0.028	-0.096	-1.470	.072
Work-life Balance	0.043	0.018	0.154	2.439	.008

(WLB)					
Motivation (MV)	0.167	0.019	0.491	8.926	.000

$$JSF = \beta_0 + \beta_1 OC + \beta_2 JSS + \beta_3 WLB + \beta_4 MV + \varepsilon$$
$$JSF = 0.090 + 0.165 OC - 0.096 JSS + 0.154 WLB + 0.491 MV + \varepsilon$$

JSF = Job Satisfaction
OC   = Organizational Culture
JSS = Job Stress
WLB = Work-life Balance
MV   = Motivation

Using a significance level of 0.1, all independent variables have a significant effect on job satisfaction. The significancy of Organizational Culture (OC) is 0.001, which is lesser than 0.1. Null hypothesis is rejected. Organizational Culture (OC) partially has a positive and significant effect on Job Satisfaction (JSF). The significancy of Job Stress (JSS) is 0.072, which is lesser than 0.1. Null hypothesis is rejected. Job Stress (JSS) partially has a negative and significant effect on Job Satisfaction (JSF). The significancy of Work-life Balance (WLB) is 0.008, which is lesser than 0.1. Null hypothesis is rejected. Work-life Balance (WLB) partially has a positive and significant effect on Job Satisfaction (JSF). The significancy of Motivation (MV) is 0.000, which is lesser than 0.1. Null hypothesis is rejected. Motivation (MV) partially has a positive and significant effect on Job Satisfaction (JSF).

Chi-square Test

A chi-square test was conducted to examine whether there is a significant influence of age, gender, highest education level, marital status, employment status, years of work experience, and income on the level of job satisfaction. When significancy < 0.1, it is said that the category has a significant effect towards Job Satisfaction. Below is the summarized table of the chi-square test results:

Table 8. Chi-Square Test Result

Category	Pearson Chi Square Asymp. Sig.
Age	0.248
Gender	0.001
Highest education level	0.120
Marital status	0.309
Employment status	0.124
Years of work experience	0.306
Income	0.210

Based on the result, only gender has a significancy level of < 0.1, hence other categories aside from gender did not have a significant effect towards Job Satisfaction. It is found that more male has a higher level of Job Satisfaction compared to female. Below is

the cross-tabulation table between gender and job satisfaction:

Table 9. Gender – Job Satisfaction Cross-tabulation Table

		Job Satisfaction (JSF)					Total
		1	**2**	**3**	**4**	**5**	
Male	Count	0	5	31	104	52	192
	% Gender	0.0%	2.6%	16.2%	54.2%	27.1%	100.0%
	% JSF	0.0%	83.3%	54.4%	77.0%	76.5%	71.6%
Female	Count	2	1	26	31	16	76
	% Gender	2.6%	1.3%	34.2%	40.8%	21.1%	100.0%
	% JSF	100.0%	16.7%	45.6%	23.0%	23.5%	28.4%

DISCUSSION

The variable Organizational Culture in this study is measured using seven dimensions and 22 indicators, namely 'innovation and risk-taking', 'attention to detail', 'outcome orientation', 'people orientation', 'team orientation', 'aggressiveness', and 'stability'. The results of this study indicate that Organizational Culture has a positive and significant influence on Job Satisfaction. This finding is consistent with previous studies conducted by Rismayadi (2022), Sriani et al. (2022), Ariani & Mugiastuti (2022), and Septyarini & Tupen (2022), which also stated that organizational culture positively and significantly affects job satisfaction. An increase in Organizational Culture will lead to an increase in Job Satisfaction. This occurs because an organizational culture that aligns with employees' values will result in increased job satisfaction.

The variable Job Stress in this study is measured using eight indicators related to work conditions, physical or emotional well-being, workload, ability to express opinions, job pressure, job control, appropriate recognition, and the ability to apply skills optimally. The results of this study indicate that job stress (JSS) has a negative and significant influence on job satisfaction. This finding is consistent with previous research by Muslih et al. (2022), Santoso et al. (2022), Setiawan et al. (2022), and Rizan et al. (2022), which stated that job stress has a negative and significant impact on job satisfaction.

The variable Work-life Balance in this study is measured using three dimensions: work interference with personal life, personal life interference with work, and the mutual enhancement of work and life quality. The results of this study indicate that work-life balance has a positive and significant influence on job satisfaction. This finding is consistent with previous research conducted by Efendi et al. (2022), Sukur & Susanty (2022), Rizan et al. (2022), and Siahaan & Wibawanti (2022), which also stated that work-life balance positively and significantly affects job satisfaction.

The variable Motivation in this study is measured using 5 dimensions: achievement, advancement, work itself, recognition, and growth. The results of this study indicate that motivation has a positive and significant influence on job satisfaction. This finding is consistent with previous research conducted by Agnessia et al. (2019), Santoso & Yunianto (2022), Efendi et al. (2022), Setiawan & Sitohang (2022), and Imam & Rismawati (2022), which also showed a significant positive effect of motivation on job satisfaction. This occurs because with motivation (such as the desire for growth and skill improvement), employees will be driven to perform their tasks and increase job satisfaction from the work they do.

CONCLUSIONS

This study aims to empirically examine the influence of organizational culture, work-life balance, job stress, and motivation on job satisfaction among employees working in the animation industry in Indonesia. The results of this study indicate that organizational culture, work-life balance, and motivation have a positive and significant effect on job satisfaction among employees in the Indonesian animation industry, and job stress has a negative and significant effect on job satisfaction. An increase in organizational culture leads to an increase in job satisfaction. When the organizational culture aligns with the values held by the employees, it leads to greater job satisfaction. Perception of work-life balance, including the balance between work and personal life, contributes to higher job satisfaction. Similarly, motivation plays a significant role. As motivation increases, driven in part by the desire for personal growth and skill improvement, employees are more inclined to work better, which in turn increases job satisfaction. Regarding job stress, the study results show a negative and significant impact on job satisfaction, which means the more stress an employee feels, the lower their job satisfaction will be.

SUGGESTION

For future studies, the researchers suggest including other new variables that may affect job satisfaction among employees in the Indonesian animation industry. This is because the variables used in this study can only explain 57.6 percent of job satisfaction. One such variable to be considered is burnout, which might help explain why some employees leave the animation industry in Indonesia. The researchers also recommend supplementing the research with qualitative methods, such as observation and interviews, to gain a more in-depth analysis of job satisfaction among employees in the animation industry in Indonesia. With a more comprehensive study, it is hoped that one of the challenges faced by the animation industry, such as the lack of human resources in terms of quantity and quality, can be minimized.

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