



The Influence of Work Flexibility and Work-Life Balance with Job Training as a Moderating Variable on Job Satisfaction of Consultants in DKI Jakarta

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Received: 18-07-2024

Accepted: 25-07-2024

Published: 01-08-2024



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Abstract: This study is driven by concerns regarding job satisfaction among accounting and tax consulting professionals in DKI Jakarta who are engaged in remote work. The study focuses on three main factors supporting remote work: work flexibility, work life balance, and job training. This is a quantitative study using inferential methods. The population consists of all employees working as accounting and tax consultants in the DKI Jakarta area. The sampling technique is non-probability with purposive sampling. The sample size determination follows Tabachnick's theory, which suggests taking 5 to 10 times the number of indicators. This study has 41 indicators, and the sample size taken is 210 employees, with data management tools using SmartPLS 4 application. The results of this study indicate that work flexibility, work life balance, and job training have a positive and significant impact on job satisfaction, and job training moderates and strengthens the effect of work flexibility on job satisfaction and the effect of work life balance on job satisfaction. Recommendations for future research include exploring alternative indicators that have the weakest influence on each variable of work flexibility, work life balance, and job training, as well as expanding the research coverage area.

Keywords: Work Flexibility, Work Life Balance, Work Training, Job Satisfaction, Consultants.

Introduction

Global COVID-19 pandemic has significantly altered the cultural environment in the workplace. The initial implementation of work from home (WFH) was an effort to curb the transmission of the virus in response to government regulations on social restrictions and regional quarantines. This led companies worldwide to formulate creative solutions to maintain their business continuity while simultaneously reducing the risk of COVID-19 spread. The adoption of WFH not only affected how companies operate but also changed the conventional work paradigm. Over time, many additional benefits emerged in both financial and non-financial aspects. Companies experienced efficiency gains in terms of office operational costs, and employees could manage their work schedules more in line with their personal and professional needs. Moreover, employees had the opportunity to explore new locations or even work from more comfortable environments, which could

enhance their well-being and job satisfaction. Beyond salaries and material benefits, work flexibility has become one of the most valued factors by employees. COVID-19 pandemic has driven significant changes in the global work culture, emphasizing the importance of adaptation and innovation in facing unforeseen challenges.

The issue of job satisfaction among consultants working flexibly in DKI Jakarta is a complex one, influenced by various factors, particularly those related to the facilities and infrastructure supporting the flexible work system. In this context, facilities and infrastructure refer to the physical and technological amenities necessary to support flexible work, such as a stable internet connection, adequate hardware and software, and a conducive work environment both at home and in public places. A survey conducted by Pricewaterhouse Coopers (2022) in the Harvard Business Review journal on employee readiness for online work revealed that 60% of employees felt that working from home could disrupt their concentration due to home environment distractions. Another survey conducted by Arkadia Works and Vinoti (2022) in the study titled "Workplace Preference After Pandemic" stated that 9% of respondents agreed and wished to return to the office (WFO) due to easier communication and coordination when working in the office.

Previous research in the context of work flexibility, work-life balance, and job training has primarily focused on companies in the service and information technology sectors. Studies sampling the consulting profession are still relatively rare in academic literature. This situation becomes an intriguing subject for research, considering that the consulting profession has become a representation of jobs that can now be fully performed remotely. In an era of strengthening shifts in work paradigms, understanding how work flexibility, work-life balance, and job training affect the consulting profession becomes relevant.

Given these phenomena, the author is interested in researching and discussing "**The Influence of Work Flexibility and Work-Life Balance with Job Training as a Moderating Variable on Job Satisfaction of Consultants in DKI Jakarta.**"

Research Method

This type of research is quantitative with an inferential method. The research population consists of all employees working as accounting and tax consultants in the DKI Jakarta area. The sampling technique used is non-probability with purposive sampling. The sample size determination follows Tabachnick's theory, which suggests taking 5 to 10 times the number of indicators. This study has 41 indicators, and the sample size taken is 210 employees. The analysis method uses SEM-PLS with the statistical application SmartPLS 4.

Result and Discussion

Description of Respondents' Characteristics

The majority of the respondents, who are accounting and tax consultants in DKI Jakarta, out of a total of 210 respondents, are male, comprising 61.43% or 129 individuals. The predominant age range is 31 to 35 years, with 78 respondents, or approximately 37.14%. Most respondents have a bachelor's degree (S1), totaling 132 individuals or around 62.86%. The majority of respondents, 114 individuals or 54.29%, have 3 to 5 years of work experience.

First Stage Analysis of SEM-PLS Analysis: The Embedded Two-Stage Approach

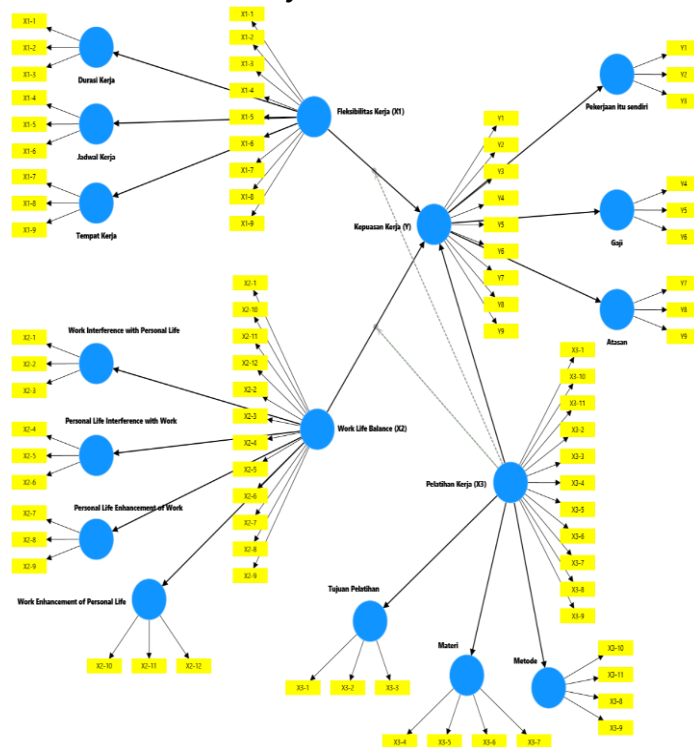


Figure 1. Path First Stage

Understanding and mastering the first stage analysis, the next stage involves the second stage analysis, which entails testing the influence among variables within the structural model.

Second Stage Analysis of SEM-PLS Analysis: The Embedded Two-Stage Approach

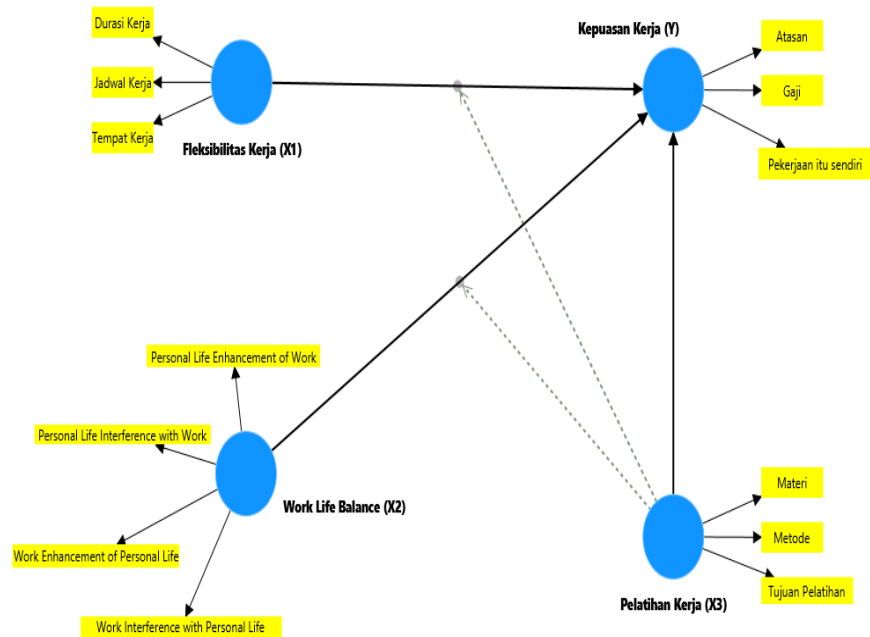


Figure 2. Path Second Stage

Data Analysis

Table 1. Outer Loadings at First Stage of SEM-PLS Analysis the Embedded Two Stage Approach

	X1-1	X1-2	X1-3	Fleksibilitas Kerja (X1)		Keterangan
X1-1-1	0.953			0.900		Valid
X1-1-2	0.957			0.916		Valid
X1-1-3	0.944			0.937		Valid
X1-2-1		0.631		0.513		Valid
X1-2-2		0.936		0.900		Valid
X1-2-3		0.926		0.936		Valid
X1-3-1			0.806	0.759		Valid
X1-3-2			0.918	0.909		Valid
X1-3-3			0.899	0.865		Valid
	X2-1	X2-2	X2-3	X2-4	Work life balance (X2)	Keterangan
X2-1-1	0.874				0.809	Valid
X2-1-2	0.919				0.877	Valid
X2-1-3	0.926				0.875	Valid
X2-2-1		0.955			0.880	Valid
X2-2-2		0.949			0.882	Valid
X2-2-3		0.912			0.925	Valid
X2-3-1			0.942		0.932	Valid
X2-3-2			0.976		0.936	Valid
X2-3-3			0.981		0.939	Valid
X2-4-1				0.884	0.916	Valid
X2-4-2				0.894	0.768	Valid
X2-4-3				0.861	0.754	Valid
	X3-1	X3-2	X3-3	Pelatihan Kerja (X3)		Keterangan
X3-1-1	0.792			0.735		Valid
X3-1-2	0.879			0.805		Valid
X3-1-3	0.917			0.876		Valid
X3-2-1		0.922		0.896		Valid
X3-2-2		0.911		0.878		Valid
X3-2-3		0.943		0.905		Valid
X3-2-4		0.712		0.646		Valid
X3-3-1			0.937	0.885		Valid
X3-3-2			0.874	0.848		Valid
X3-3-3			0.958	0.911		Valid
X3-3-4			0.924	0.898		Valid

Source: Data Processed from PLS, 2024.

Based on the table above, the outer loading values for each indicator and dimension of the respective research variables in the first stage analysis are above 0.50. Therefore, it can be stated that each variable in this study is valid concerning its dimensions or indicators. The next step is testing in the second stage analysis.

Table 2. Outer Loadings at Second Stage of SEM-PLS Analysis The Embedded Two Stage Approach

	Fleksibilitas Kerja (X1)	Work life balance (X2)	Pelatihan Kerja (X3)	Kepuasan Kerja (Y)	Keterangan
Durasi Kerja	0.95				Valid
Jadwal Kerja	0.97				Valid
Tempat Kerja	0.97				Valid
<i>Work Interference with Personal Life</i>		0.94			Valid
<i>Personal Life Interference with Work</i>		0.95			Valid
<i>Personal Life Enhancement of Work</i>		0.97			Valid
<i>Work Enhancement of Personal Life</i>		0.94			Valid
Tujuan Pelatihan			0.96		Valid
Materi			0.96		Valid
Metode			0.93		Valid
Pekerjaan itu sendiri				0.96	Valid
Gaji				0.88	Valid
Atasan				0.96	Valid

Source: Data Processed from PLS, 2024.

Based on the table above, the outer loading of each variable and its dimensions being below 0.50 indicates that all indicators, variables, and their values are valid.

Table 3. Results of Cross Loading Dimension Test

	Fleksibilitas Kerja (X1)	Work life balance (X2)	Pelatihan Kerja (X3)	Kepuasan Kerja (Y)	Pelatihan Kerja (X3) x Fleksibilitas Kerja (X1)	Pelatihan Kerja (X3) x Work life balance (X2)
Durasi Kerja	0.950	0.832	0.852	0.117	0.298	0.097
Jadwal Kerja	0.966	0.789	0.768	0.161	0.293	0.036
Tempat Kerja	0.973	0.829	0.851	0.172	0.111	0.116
<i>Personal Life Interference with Work</i>	0.810	0.948	0.834	0.094	0.047	0.243
<i>Work Interference with Personal Life</i>	0.784	0.944	0.837	0.123	0.047	0.293
<i>Work Enhancement of Personal Life</i>	0.772	0.937	0.749	0.122	0.071	0.247
<i>Personal Life Enhancement of Work</i>	0.845	0.968	0.879	0.129	0.047	0.218
Tujuan Pelatihan	0.776	0.802	0.958	0.218	0.301	0.049
Materi	0.805	0.842	0.957	0.199	0.119	0.168
Metode	0.880	0.846	0.934	0.125	0.111	0.042
Pekerjaan itu sendiri	0.201	0.170	0.228	0.964	0.025	0.007
Gaji	0.106	0.124	0.169	0.881	0.049	0.001
Atasan	0.128	0.056	0.156	0.956	0.075	0.079
Pelatihan Kerja (X3) x Fleksibilitas Kerja (X1)	0.308	0.083	0.103	0.052	1.000	0.609
Pelatihan Kerja (X3) x Work life balance (X2)	0.086	0.264	0.096	0.026	0.119	1.000

Source: Data Analysis Results from SmartPLS 4 Statistical Application, 2024.

Discriminant validity is used to demonstrate whether the dimensions of a variable yield higher values than other variables. Hair (2020) states that cross-loading, which compares the correlation between indicators and the dimensions of other variables, is used to determine if each dimension of a variable has sufficient discriminant validity. The influence of each dimension on a variable must be greater than its influence on other variables for the results to be considered valid. From the results in Table 3, it is evident that discriminant validity is achieved because the cross-loading values for each dimension on the variable dimensions (block and bold values) are greater than their influence on other variable dimensions, surpassing the threshold of 0.7.

Table 4. Discriminant validity Test

Nilai Fornell-Larcker Criterion				
	Fleksibilitas Kerja (X1)	Work life balance (X2)	Pelatihan Kerja (X3)	Kepuasan Kerja (Y)
Fleksibilitas Kerja (X1)	0.910			
Work life balance (X2)	0.876	0.845		
Pelatihan Kerja (X3)	0.729	0.921	0.873	
Kepuasan Kerja (Y)	0.614	0.866	0.973	0.953
Nilai Heterotrait-Monotrait Ratio (HTMT)				
	Fleksibilitas Kerja (X1)	Work life balance (X2)	Pelatihan Kerja (X3)	Kepuasan Kerja (Y)
Fleksibilitas Kerja (X1)				
Work life balance (X2)	0.753			
Pelatihan Kerja (X3)	0.583	0.769		
Kepuasan Kerja (Y)	0.427	0.67	0.801	

Source: Data Analysis Results from SmartPLS 4 Statistical Application, 2024.

Based on the results presented in the table above, all indicator values exceed the minimum required values and are deemed valid. The variables have composite reliability values above 0.7 and Cronbach's alpha values above 0.7. This research indicates that 77.1% (0.771) of the differences in job satisfaction among consultants in DKI Jakarta can be attributed to the factors examined in the study. The remaining 22.9% is attributed to factors not included in this study. The work flexibility variable (X1) has an f^2 value of 0.22, indicating a moderate influence on job satisfaction. The work-life balance variable (X2) and job training variable (X3), with f^2 values of 0.24 and 0.23 respectively, also indicate moderate influences. Overall, this study asserts that these variables have a moderate contribution to influencing job satisfaction among consultants in DKI Jakarta. Based on the test results, the Q^2 value for job satisfaction among consultants in DKI Jakarta is 0.400. Given that the Q^2 value is greater than 0, this indicates that the model has strong predictive significance, suggesting that job satisfaction can be well predicted by the model used.

Hypothesis Testing Results

Hypothesis testing determines whether the independent variable affects the dependent variable. The path coefficient values or t-statistic values of the influence between research variables provide information about the calculations conducted throughout the hypothesis testing process. By comparing the t-test value with the value on the t-table, the t-test statistic can be determined using the statistical tool SmartPLS 4. A t-statistic greater than 1.96 indicates that the model score or path coefficient is higher than 5%, allowing for the acceptance of the two-sided hypothesis test.

Table 5. Path Coefficient (Direct Effect)

	Sampel asli (O)	Rata-rata sampel (M)	Standar deviasi (STDEV)	T statistik (O/STDEV)	Nilai P (P values)
Fleksibilitas Kerja (X1) > Kepuasan Kerja (Y)	0.475	0.425	0.228	2.086	0.037
Work life balance (X2) > Kepuasan Kerja (Y)	0.610	0.564	0.231	2.648	0.008
Pelatihan Kerja (X3) > Kepuasan Kerja (Y)	0.335	0.348	0.156	2.149	0.032
Pelatihan Kerja (X3) x Fleksibilitas Kerja (X1) > Kepuasan Kerja (Y)	0.544	0.499	0.231	2.361	0.018
Pelatihan Kerja (X3) x Work life balance (X2) > Kepuasan Kerja (Y)	0.442	0.395	0.213	2.078	0.038

Source: Data Analysis Results from SmartPLS 4 Statistical Application, 2024.

Here is the path coefficient model from the bootstrapping results using the Smart PLS 4 statistical application.

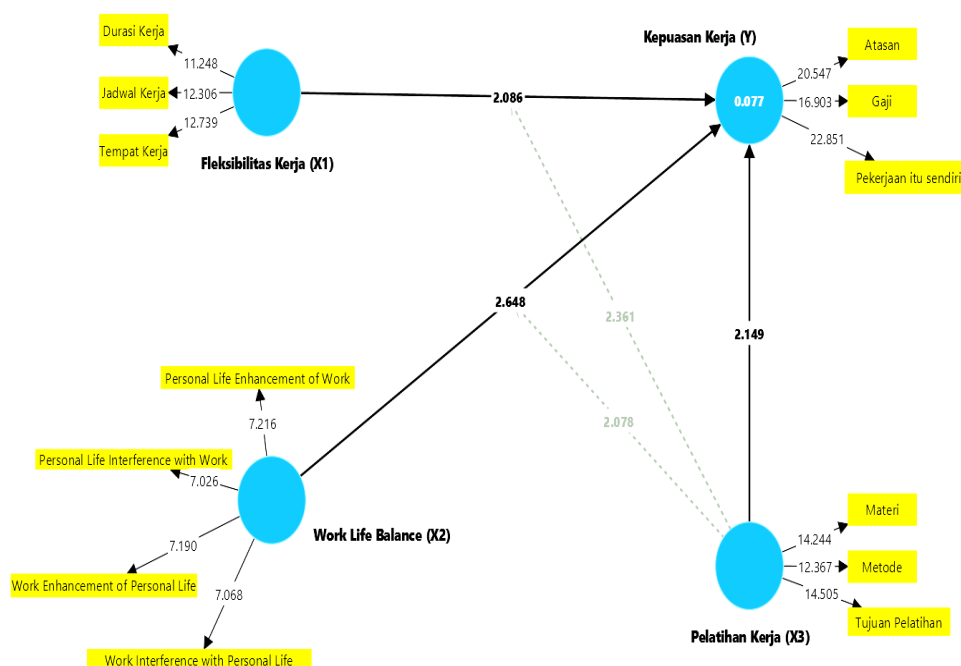


Figure 3. Results of Second Stage Bootstrapping from SEM-PLS Analysis

Based on the test results, it is explained that the dimension with the greatest influence is work-life balance (2.648) on job satisfaction of consultants in DKI Jakarta. The dimensions of the work flexibility variable with the highest and lowest values are workplace (12.739) and work duration (11.248), respectively. For the work-life balance variable, the dimension with the highest value is personal life enhancement of work (7.216) and the lowest value is the indicator of personal life interference with work (7.026). The job training variable has a dimension with the highest value, which is training objectives (14.505), and the indicator with the lowest value is training methods (12.367). The moderating effect of job training in strengthening work flexibility on job satisfaction (2.361) is greater compared to its effect in strengthening work-life balance on job satisfaction (2.078). The results of the hypothesis testing are as follows.

Table 6. Hypothesis Testing Results

	Sampel asli (O)	Rata-rata sampel (M)	Standar deviasi (STDEV)	T statistik (O /STDEV)	Nilai P (P values)	Keputusan
Hipotesis 1: Fleksibilitas kerja berpengaruh signifikan positif terhadap kepuasan Kerja	0.475	0.425	0.228	2.086	0.037	Diterima
Hipotesis 2: <i>Work life balance</i> berpengaruh signifikan positif terhadap kepuasan Kerja	0.610	0.564	0.231	2.648	0.008	Diterima
Hipotesis 3: Pelatihan kerja berpengaruh signifikan positif terhadap kepuasan kerja	0.335	0.348	0.156	2.149	0.032	Diterima
Hipotesis 4: Pelatihan kerja memperkuat pengaruh fleksibilitas kerja terhadap kepuasan kerja	0.544	0.499	0.231	2.361	0.018	Diterima
Hipotesis 5: Pelatihan kerja memperkuat pengaruh <i>work life balance</i> terhadap kepuasan kerja	0.442	0.395	0.213	2.078	0.038	Diterima

Source: Data Analysis Results from SmartPLS 4 Statistical Application, 2024.

Explanation of the table above is as follows.

H1: Work flexibility has a positive effect on consultant job satisfaction.

Consultants report higher job satisfaction levels when given more freedom to decide how and when they complete their work (original sample 0.475, t-statistic 2.086, and p-value 0.037). The more flexible their work schedules, the more satisfied the consultants in DKI Jakarta are with their jobs. This finding emphasizes that flexible work arrangements enhance the efficiency of employees' processes since there is no obligation to come to the office daily.

H2: Work-life balance has a positive effect on consultant job satisfaction.

The analysis findings show that work-life balance has a positive and substantial effect on consultant job satisfaction (original sample 0.610, t-statistic 2.648, and p-value 0.008). The more work-life balance the consultants in DKI Jakarta experience, the greater their job satisfaction. This result highlights the importance of achieving a balance between personal and professional life to enhance job satisfaction. Consultants who successfully balance their personal and professional lives tend to feel more satisfied in their roles.

H3: Job training has a positive effect on consultant job satisfaction.

The research results indicate that job training has a positive and statistically significant effect on consultant job satisfaction (original sample 0.335, t-statistic 2.419, and p-value 0.032). Consultants in DKI Jakarta report higher job satisfaction levels in relation to the quality of training they receive in their jobs. This finding highlights the importance of workplace training in increasing consultant job satisfaction.

H4: Job training strengthens the effect of work flexibility on consultant job satisfaction.

The analysis findings show that the impact of work flexibility on consultant job satisfaction is stronger when linked to the job training variable (original sample 0.544, t-statistic 2.361, and p-value 0.018). This result emphasizes the importance of job training in enhancing consultants' abilities and knowledge, as well as their ability to improve the positive relationship between work flexibility and job satisfaction.

H5: Job training strengthens the effect of work-life balance on consultant job satisfaction.

Job satisfaction and work-life balance are more strongly influenced by the job training variable, according to the study (original sample 0.442, t-statistic 2.078, and p-value 0.038). These findings suggest that consultants who receive job training tend to feel more satisfied with their jobs when they can also achieve a good balance between their work and personal lives.

Discussion of Research Results**The Impact of Job Flexibility on Job Satisfaction**

According to the research, job flexibility significantly enhances job satisfaction. The most influential aspect of job flexibility on job happiness, based on the correlation values among dimensions, is the workplace, where the indicator shows that employees can choose their work location. This reveals that consultants in Jakarta are not required to be present in the office daily, as their tasks can be completed from various locations. The majority of respondents in this study agreed that having the freedom to choose their work environment, without the need to go to the office, significantly increases their productivity in completing client projects and scheduling client meetings. This is highly relevant to the conditions in Jakarta, where traffic congestion is notoriously high. By not having to spend time commuting to the office, consultants have more time to optimize their work. Additionally, workplace flexibility allows consultants to work in a more comfortable and conducive environment, which can enhance creativity, work effectiveness, and overall job satisfaction.

The dimension of job flexibility with the weakest influence is work duration, where the indicator shows that employees are given the freedom to manage their work pace. This is because the nature of accounting and tax consultancy work in Jakarta often follows the work rhythm set by client needs and strict deadlines. Consultants in this field may face intensive work periods during tax reporting seasons or when audits need to be completed within a short timeframe. Therefore, while the freedom to manage work pace can be beneficial, in practice, consultants must still align with client schedules and demands.

This aligns with Pearson (2019) hypothesis, which states that an employee's job satisfaction increases with the level of job flexibility. According to Pearson (2019), job

flexibility has been shown to play a crucial role in shaping employees' perceptions of their job satisfaction. Schuler (2018) suggests that job flexibility contributes to reduced stress levels and increased employee productivity. Hill (2017) indicates that implementing job flexibility can help attract and retain talent, reduce employee turnover, and enhance the company's image as a supportive workplace for employee well-being.

Butarbutar (2022), Kowalski (2022), and Irawanto (2021) all found that job flexibility significantly improves job satisfaction, reinforcing this study's findings. However, contrary to common assumptions, Budiman's 2022 study found no correlation between job flexibility and job happiness.

The Impact of Work-Life Balance on Job Satisfaction

According to the research, job satisfaction is positively and significantly affected by work-life balance. This suggests that when employees feel they have a better balance between their professional and personal lives, they are happier with their jobs. Enhancing personal life through the indicator of family support is the aspect of work-life balance that has the greatest impact on job satisfaction. Family support is crucial for accounting and tax consultants in Jakarta, as their work often requires long hours and heavy workloads. Family support alleviates anxiety and provides comfort, making it easier for workers to cope with workplace pressures, ultimately increasing job satisfaction.

The dimension of work-life balance with the weakest influence is personal life interference with work, where the indicator is family time. Although family time is important, in the work environment of accounting and tax consultants in Jakarta, high job demands and tight schedules often limit the time available for family. However, employees in this field may be accustomed to this situation and prioritize moral support from their families over the quantity of time spent together.

This is consistent with Borders' (2019) theory, which posits that employees are more likely to experience job satisfaction when they have the autonomy to balance their personal and professional responsibilities. Greenhaus (2020) suggests that organizations can enhance job satisfaction by fostering a balanced approach to work and life. Employees who successfully maintain this balance tend to experience reduced stress levels, increased productivity, and an overall better quality of life (2018).

Studies by Budiman (2022), Aruldoss (2021), and Rashmi (2021) demonstrate a positive and significant relationship between work-life balance and job satisfaction, reinforcing the findings of this research. Conversely, Akinlade's (2021) research presents a contrasting view, indicating that job satisfaction may not necessarily be impacted by work-life balance.

The Impact of Job Training on Job Satisfaction

According to the research, job training has a significant and positive impact on job satisfaction. The most influential aspect of job training on job satisfaction, based on the correlation values among dimensions, is the training objectives, where the indicator is the relevance of the objectives to the employees' needs. This indicates that the relevance of training objectives to the needs of accounting and tax consultants in Jakarta is crucial. Consultants in this field often face dynamic changes in regulations and tax rules, so training

relevant to their needs provides direct benefits to their daily work. Relevant training allows employees to apply new knowledge practically, enhancing work efficiency and helping them provide accurate solutions to clients.

The dimension of job training with the weakest influence is the training methods, where the indicator is the variety of methods used, such as lectures, group discussions, and simulations. The variety of training methods is not the primary focus because, in job training, the main focus for consultants is relevant content that can be immediately applied to their work.

This aligns with Anderson (2021) theory, which states that employees who receive optimal job training from the company feel more satisfied due to increased knowledge, quality, and performance. According to Maslow (2020), job training is considered one of the essential learning facilities in the context of human resource development in various organizations, as it helps employees understand their tasks more deeply and enhances their competence in performing those tasks. According to Skinner (2020), job training not only fills skill gaps but also serves as a means for adaptation to technological changes and market needs.

Research by Meidita (2022) and Murwida (2022) supports this study's findings, showing that job training has a positive and significant impact on job satisfaction. However, Steelyasinta's 2021 study found that job training does not significantly influence job happiness.

The Moderating Effect of Job Training on Job Flexibility and Job Satisfaction

Employees provided with training to enhance their skills and knowledge feel more satisfied when working remotely. The research findings showing that job training enhances the impact of job flexibility on job satisfaction for consultants in Jakarta align with this. According to Anderson (2021), employees with adequate access to training tend to feel more motivated and satisfied with their jobs. Employees feel more prepared to face work challenges and adapt to changes in the work environment.

Consultants who receive regular training tend to feel more satisfied in their work because the training helps them handle tasks flexibly, both in technical and non-technical skills. Job training can help overcome some of the obstacles often faced by consultants working flexibly. For example, enhanced technical skills through training can reduce tension and anxiety that may arise from uncertainties when managing challenging consulting tasks. Additionally, since they are more knowledgeable about their field, trained consultants tend to be more confident when interacting with clients and other professionals. Training can facilitate employees' understanding and successful use of digital communication technology, which is crucial in a remote work environment.

The Moderating Effect of Job Training on Work-Life Balance and Job Satisfaction

Employees who achieve a balance between their personal and professional lives will face several challenges that can lower their job satisfaction. The research findings showing that job training enhances the impact of work-life balance on job satisfaction for consultants in Jakarta align with this. Companies can help consultants overcome obstacles in balancing their personal and professional lives by frequently offering workplace training. As

Anderson (2021) stated, job training focusing on developing time management and stress management skills has been proven to enhance employee well-being and overall job satisfaction.

Effective job training not only provides new skills to consultants but also gives them tools and strategies to manage their time efficiently. In the context of work-life balance, job training can help employees identify task priorities, schedule a balance between work and leisure time, and develop strategies to handle stress and fatigue that may arise from the demands of both sides of their lives.

Conclusion

The research findings presented in this study highlight the impact of various factors on job satisfaction among consultants in DKI Jakarta, focusing specifically on the roles of work flexibility, work-life balance, and job training as a moderating variable:

1. **Positive Impact of Work Flexibility on Job Satisfaction:** The study indicates that greater work flexibility leads to higher job satisfaction. Employees value a flexible work environment, which emerges as a key determinant of their satisfaction. However, working hours were found to have the least impact on satisfaction.
2. **Positive Impact of Work-Life Balance on Job Satisfaction:** The findings suggest that an enhanced work-life balance significantly boosts job satisfaction. When employees perceive a better balance between work and personal life, their job happiness increases. The study also notes that the least impactful factor in this context is the overlap of personal life with work responsibilities.
3. **Significant Role of Job Training in Job Satisfaction:** Job training is shown to positively influence job satisfaction, emphasizing that professional development is crucial for employee happiness. Training programs with clear and relevant goals are particularly effective, while the content of the training is noted as having the least impact.
4. **Moderating Effect of Job Training on Work Flexibility and Job Satisfaction:** The research suggests that adequate job training enhances the positive effects of work flexibility on job satisfaction. This implies that job training can help mitigate any potential downsides of flexible work arrangements, making flexibility more beneficial for employees.
5. **Enhancement of Work-Life Balance's Impact on Job Satisfaction Through Job Training:** The study finds that job training amplifies the positive effects of work-life balance on job satisfaction. Effective training helps employees better manage their time and responsibilities, further improving their satisfaction with both work and personal life.

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