

## Analysis Of The Relationship Between Work-Life Balance, Work Environment, And Employee Engagement On Job Satisfaction At UPT PLN Malang

<sup>1)</sup> Rina Irawati\*, <sup>2)</sup> Dwi Danesty Deccasari

<sup>1) 2)</sup> Management , Malangkucecwara College of Economics, Malang

\*Corresponding Author: rina.ira@stie-mce.ac.id

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### **Keywords :**

Work-Life Balance, Work Environment, Employee Engagement, Job Satisfaction

### ***Abstract***

*This causal quantitative research analyzes the influence of Employee Engagement , Work Environment , and Work Life Balance on Job Satisfaction in the employee population of UPT PLN Malang , with 89 respondents using purposive sampling , and analyzed using PLS-SEM. The results show that Employee Engagement (path coefficient 0.540, P-value 0.000) and Work Environment (path coefficient 0.360, P-value 0.000) have a positive and significant effect on Job Satisfaction , explaining 78.9% of the variation ( R-square = 0.789). However, Work Life Balance (path coefficient 0.045, P-value 0.252) does not have a significant effect. Further research recommendations are to explore mediating/moderating variables for Work Life Balance and use a qualitative approach for a deeper understanding.*

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## INTRODUCTION

Job satisfaction is a crucial factor in determining the success and sustainability of an organization. Satisfied employees tend to demonstrate higher performance, lower absenteeism, and a strong commitment to company goals. In a strategic energy sector such as PT PLN (Persero), particularly the PLN Malang Technical Implementation Unit (UPT), employee job satisfaction is vital given the high operational demands and its crucial role in supporting the national electricity infrastructure. Therefore, a thorough understanding of the determinants of job satisfaction, such as work -life balance , work environment quality, and employee engagement, is crucial in formulating human resource policies (Arifin & Muharto, 2022; Pitoyo & Handayani, 2022).

This study focuses on a multidimensional exploration of factors contributing to job satisfaction at UPT PLN Malang, specifically highlighting the interaction between work-life balance , work environment, and employee engagement . The selection of the UPT PLN Malang context is based on the unique characteristics of state-owned enterprises (BUMN) institutions that have complex organizational structures, demands for public accountability, and internal dynamics that differ from private companies, thus providing significant empirical relevance. This study specifically aims to test the significance of the influence of work-life balance and employee engagement partially or simultaneously on employee job satisfaction in the customer service unit (Mandasari & Irawanto, 2024).

The analysis of the relationship between work-life balance , work environment, and employee engagement on job satisfaction has essential significance, both from a theoretical and practical perspective. Theoretically, this study is expected to enrich the scientific treasure of human resource management by providing a deeper understanding of the interaction mechanisms between variables in the context of public sector organizations in Indonesia. The concept of work-life balance is now increasingly relevant along with the shift in values of the working generation who

prioritize the balance between professional and personal life. The work environment, both physical and non-physical, is also recognized as a major stimulus that influences employee comfort and productivity. Meanwhile, employee engagement is a key indicator of the extent to which employees feel connected and emotionally and intellectually invested in their work. From a practical perspective, the results of this study are expected to provide strategic recommendations for the management of UPT PLN Malang in formulating more effective policies to increase job satisfaction, optimize employee performance, and minimize turnover intention . In addition, these findings can later serve as a reference for companies in minimizing factors of job dissatisfaction through the implementation of programs that balance work demands with employees' personal needs (Putri & Hermiati, 2023), (Martdinata, 2025) as well as strengthening organizational support to ensure the sustainability of employee engagement. In line with these dynamics, identifying structural barriers in work environment management is crucial to prevent a decline in the engagement index, which impacts overall employee well-being . (Rosdianto & Dudija, 2025) Furthermore, strengthening support for work-life balance and employee engagement has been shown to significantly improve the operational efficiency and effectiveness of public administration entities. Thus, the synergy between managerial policies that support work engagement and maintaining work-life balance will be a key catalyst in strengthening job satisfaction within the organization (Siahaan & Juliana, 2025; Syelvy & Siddiq, 2024).

Several previous studies have examined the influence of work-life balance , work environment, and employee engagement on job satisfaction. For example, a study by (Kurniawati & Mulyanto, 2024) suggests a significant relationship between work-life balance and job satisfaction in influencing employee performance, while other findings emphasize the crucial role of employee engagement as a mediator in this context (Triningsih & Darma, 2023). In line with these findings, research in other state-owned enterprises (BUMN) environments shows that employee engagement and work-life balance simultaneously have a positive and significant impact on job satisfaction as an intermediary variable for achieving optimal performance (Subarto & Solihin, 2025). However, the integration of these three variables into a single framework in PLN's operational environment still requires deeper empirical exploration to understand the complexity of interactions that may be mediated by perceived organizational support (Asari, 2022; Hamid, 2021).

The research gap related to this study lies in the limited literature that comprehensively integrates the work environment as a determining variable alongside work-life balance and employee engagement in the energy technical sector (Barasa & Tunjungsari, 2024; Pramana & Putra, 2022). Furthermore, the urgency of this research is further strengthened by the need to mitigate the risk of declining self-efficacy, which is often a crucial mediator in maintaining workforce stability in the technical sector, which demands high levels of consistency (Ariani, 2025).

Therefore, this study is designed to fill this empirical gap by testing a causality model that explores how physical and non-physical work environments moderate the impact of work-life balance on employee satisfaction (Pratiwi & Fatoni, 2023; Riyadi & Suhana, 2025).

## **METHODS**

This study uses a quantitative approach to test the hypotheses through a survey of employees of the PLN Malang Technical Implementation Unit (UPT PLN Malang) as the primary respondents. The population in this study included all 98 permanent employees in the unit, using a census or saturated sampling technique to ensure comprehensive data representation for statistical analysis.

Primary data collection was conducted through the distribution of a structured questionnaire that measured employee perceptions regarding the research variables, using a Likert scale as the primary measurement instrument.

The collected data were analyzed using the Partial Least Square Structural Equation Modeling method to validate the measurement model and structural testing between variables (Sutiara et al., 2023). Then, all collected data were verified through validity and reliability testing to ensure the internal consistency of the model. Next, the data analysis technique will be carried out using (Kurniawati & Suliati, 2025) *SmartPLS* software to test the significance of the relationship between variables through a *bootstrapping procedure*. This procedure allows researchers to estimate model parameters and test the significance (Badrianto & Ekhsan, 2021) of the influence paths between exogenous and endogenous variables with a reliable level of statistical accuracy (Marsyanda & Rozaq, 2024). (Saputra, 2021)

## RESULTS AND DISCUSSION.

The data processing technique in this study uses the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, which is carried out through two main testing stages: outer model testing and inner model testing. Outer Model.

This section presents an analysis of the evaluation of the measurement model (*outer model*) and testing of the structural model (*inner model*) to answer the research hypothesis.

### 1. Outer Model

The outer model is the first stage in PLS-SEM analysis that aims to examine the reliability and validity of the research instrument through evaluation of individual item reliability, internal consistency, average variance extracted, and discriminant validity (Ritonga & Bahri, 2022). This evaluation ensures that each reflective indicator is able to accurately reflect the latent variable with the required loading factor value above 0.5 (Hartanto & Turangan, 2021; Yanti et al., 2022).

Table 1: Factor Loading Values

	Employee Engagement	Work Motivation	Work Environment	Job satisfaction
X1.1	0.817			
X1.2	0.836			
X1.3	0.840			
X1.4	0.813			
X1.5	0.777			
X2.1		0.859		
X2.2		0.816		
X2.3		0.827		
X2.4		0.778		
X2.5		0.818		
X3.1			0.886	
X3.2			0.821	
X3.3			0.837	
X3.4			0.800	
X3.5			0.875	

Y1.1	0.808
Y1.2	0.899
Y1.3	0.799
Y1.4	0.901
Y1.5	0.876

Data source processed SEM-PLS, 202 6

All indicators presented in Table 1 show an outer loading value above 0.7, indicating that each statement item has met the criteria for adequate convergent validity (Puspitasari & Darwin, 2021; Zulkarnain et al., 2025). Furthermore, composite reliability and average variance extracted tests were conducted to ensure internal consistency and construct validity of the model, where all latent variable values have exceeded the minimum thresholds set at 0.7 for reliability and 0.5 for AVE (Susilo, Jufrizen, & Khair, Pengaruh Iklim Organisasi dan Motivasi terhadap Kinerja Pegawai melalui Organizational Citizenship Behavior, 2023, p. 593).

Table 2: Cronbach's alpha , Average Variance Extracted (AVE) Results, Composite Reliability

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee Engagement	0.876	0.882	0.909	0.668
Job satisfaction	0.909	0.912	0.933	0.736
Work Environment	0.899	0.900	0.925	0.713
Work Life Balance	0.927	0.927	0.945	0.776

Data source processed SEM-PLS, 202 6

Based on these results, all research constructs are declared reliable because they meet the composite reliability threshold value above 0.70 and have an AVE value that indicates the amount of indicator variance that can be explained by latent variables above 0.50 (Manurung & Sukwika, 2021), (Aji et al., 2021) meaning that all instruments used have strong convergent validity and are able to reflect latent variables representatively in the structural model.

## 2. Structural Model Testing (Inner Model)

This analysis focuses on evaluating the relationship between constructs through measuring path coefficients to test the significance of the formulated hypotheses. A *bootstrapping procedure* is applied to estimate model parameters and determine the direction and strength of causal relationships, with a significance criterion set at a *p-value* <0.05 (Kristian & Setyawan, 2024; Surjanti et al., 2024). In addition, the R-square value will be calculated to evaluate the model's predictive ability on the dependent variable, while the F-square test is used to measure the substantive influence of each exogenous variable on job satisfaction (Erasashanti et al., 2024; Nanuru et al., 2021).

### a. R Square (R<sup>2</sup>)

Table 3: R-Square

Variables	R-square	R-square adjusted
Job satisfaction	0.789	0.782

Data source processed SEM-PLS, 202 6

The R-square value of 0.789 indicates that the variability of job satisfaction at UPT PLN Malang can be explained by 78.9% by the variables of employee engagement, work environment, and work-life balance, while the rest is influenced by other factors outside the model (Salim et al., 2022). This means that the structural model built has a strong predictive capacity in explaining the phenomenon of job satisfaction in the organizational environment. Furthermore, the path coefficients test shows that all exogenous variables have a positive and significant influence on job satisfaction with a *p-value* below 0.05 (Lucyanda et al., 2023).

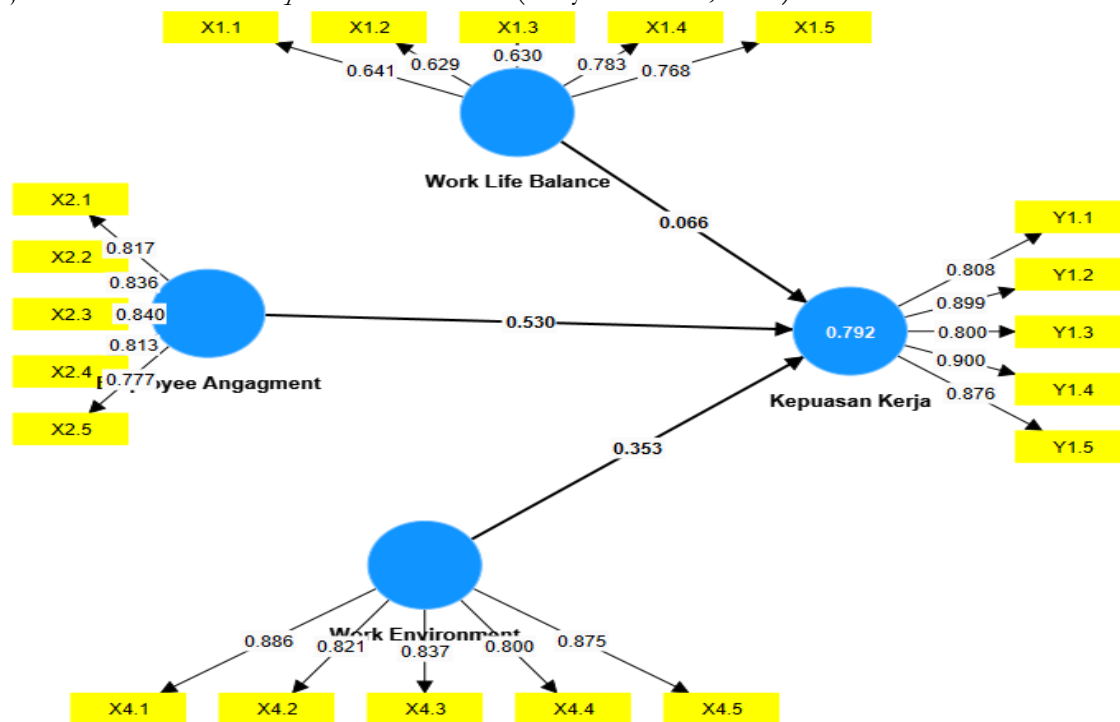


Figure 1: PLS SEM Alogarithm Model Output

b. Significance (Hypothesis Testing)

Table 4: Bootstrapping results of direct effects

Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Employee Engagement -> Job Satisfaction	0.540	0.532	0.096	5,601	0,000
Work Environment -> Job Satisfaction	0.360	0.363	0.095	3,807	0,000
Work Life Balance -> Job Satisfaction	0.045	0.050	0.067	0.667	0.252

Data source processed SEM-PLS, 202 6

The test results indicate that *work-life balance* does not have a statistically significant effect on job satisfaction at UPT PLN Malang, considering the *t-statistics value* of 0.667 is smaller than 1.96 and *the p-value* exceeds the threshold of 0.05 (Marlapa & Endri, 2024; Sudiantini & Saputra, 2022). This finding indicates that time flexibility or work-life balance in the unit has not been a major determinant factor in increasing employee satisfaction levels compared to work engagement and existing work environment conditions (Arianti et al., 2022). This suggests that the organization needs to review its human resource management strategy so that work-life balance factors can provide a more substantive contribution to employee satisfaction (Setia et al., 2022). In addition, employee engagement is proven to be the most dominant predictor in this model with the highest path coefficient, which confirms the importance of psychological initiatives in strengthening organizational commitment (Yunita et al., 2023). In line with this finding, an evaluation of the model fit measure shows a *Standardized Root Mean Square Residual value* below 0.10, which confirms that the structural model specification has achieved an optimal level of fit (Riyanto et al., 2023).

### **The Influence of *Work Environment* on *Job Satisfaction***

Based on the statistical results presented previously, the influence of *Work Environment* on *Job Satisfaction* shows a significant and positive relationship. This is evident from the *original sample path coefficient* of 0.360, which indicates that any positive increase in *Work Environment* will be followed by an increase in *Job Satisfaction* of 0.360. Furthermore, the T-statistic value of 3.807, which far exceeds the threshold value of 1.96 (at a 95% confidence level), and the P-value of 0.000 (less than 0.05), firmly prove that **Work Environment** has a statistically significant and positive influence on *Job Satisfaction*. This finding underscores the crucial importance of creating a conducive and supportive work environment for employees. The provision of physical facilities and a supportive organizational climate significantly play a role in meeting the mental and professional needs of employees, thereby stimulating more optimal work performance. Furthermore, the consistency of these results strengthens the argument that adequate work environment conditions act as a fundamental predictor in shaping positive employee perceptions of the organization, in line with the observation that work environment quality provides a substantive contribution in mediating job satisfaction variability (Siyaphat et al., 2024). These results provide empirical support to previous research stating that employee engagement and work environment conditions simultaneously have a strong influence on the level of job satisfaction and the company's operational effectiveness (Hidayat, 2023). Therefore, organizations that are able to provide a good *Work Environment*, such as adequate work facilities, a harmonious work atmosphere, or support from colleagues and superiors, will tend to have employees with higher levels of *Job Satisfaction*. The quality of the work environment not only acts as a supporting factor, but also as a key driver that directly contributes to employee satisfaction with their work, which in turn can have an impact on employee productivity and loyalty. In line with these findings, previous research also confirms that infrastructure that supports cleanliness, safety, and comfort of the physical environment is a crucial determinant that positively influences employee work outcomes (Utomo & Santoso, 2021).

### **The Effect of *Work Life Balance* on *Job Satisfaction***

Based on the statistical results presented previously, the influence of *Work Life Balance* on *Job Satisfaction* shows that there is no statistically significant relationship. This is evident from the *original sample path coefficient* which is relatively small, namely 0.045. Furthermore, the T-statistic

value of 0.667, which does not reach the threshold of 1.96 (at the 95% confidence level), and the P-value of 0.252 (which is much greater than 0.05), firmly indicate that Work Life Balance does not have a statistically significant influence on Job Satisfaction in this research model. This insignificance indicates that for employees at UPT PLN Malang, expectations for balance between the personal and professional realms may have been well accommodated or have not been a top priority in determining current job satisfaction (Mardiani & Widiyanto, 2021). This inconsistency is also in line with the findings of other studies which show that work flexibility does not always have a direct impact on employee satisfaction in certain organizational contexts (Sitorus & Siagian, 2023). In contrast, other studies have found that \*work-life balance\* can have a significant influence on job satisfaction depending on the organizational culture and specific workload demands in the unit concerned (Sevira et al., 2025). Therefore, these differences in results confirm that the dynamics of job satisfaction in a public sector environment such as UPT PLN Malang are strongly influenced by the unique characteristics of task demands that limit the effectiveness of work-life balance variables as a single predictor (Lestari et al., 2024). The practical implication of these findings is the need for management to prioritize increasing social interaction and work engagement rather than simply time flexibility policies, considering that both aspects have been shown to be more strongly correlated with operational effectiveness and employee well-being (Alfianto & Hadi, 2024; Rosada, 2025). Furthermore, the integration between a harmonious non-physical work environment and effective interpersonal communication needs to be strengthened to create a more supportive organizational atmosphere (Suhartini, 2021).

### **The Influence of *Employee Engagement* on *Job Satisfaction***

Based on the statistical results presented previously, the influence of *Employee Engagement* on *Job Satisfaction* shows a highly significant and positive relationship. This is evident from the relatively high *original sample path coefficient* of 0.540, indicating that any positive increase in *Employee Engagement* will be followed by an increase in *Job Satisfaction* of 0.540. Furthermore, the statistical T value of 5.601, which far exceeds the threshold value of 1.96 (at a 95% confidence level), and the P value of 0.000 (less than 0.05), firmly prove that Employee Engagement has a statistically significant and positive influence on Job Satisfaction. This finding emphasizes the importance of maintaining and increasing employee engagement in the organization. A high level of engagement reflects a deep psychological commitment, where employees who feel connected to the company's vision tend to show better performance and have more stable job satisfaction (Khoiro & Frianto, 2024). These results are consistent with the literature which confirms that employee emotional engagement is a significant predictor in driving job satisfaction in various company operational units (Rifai et al., 2024).

In line with empirical findings showing that emotional involvement and employee dedication play a crucial role in creating sustainable job satisfaction (Lisabella & Hasmawaty, 2021). In addition, active employee involvement in every operational process of the company creates a positive organizational assessment, which permanently strengthens the employee's fanatical attitude towards the company and fosters job satisfaction through successful task completion (Utama, 2021). Organizations that successfully create a work environment that is able to increase *Employee Engagement*, such as through participation in decision making, recognition of contributions, and opportunities for development, will tend to have employees with higher levels of *Job Satisfaction*. Employee engagement is not only an indicator of loyalty, but also a key driver that directly contributes to employee satisfaction with their work, which in turn can drive overall organizational performance. This is supported by empirical evidence showing that increased job

engagement is positively correlated with organizational effectiveness and employee productivity significantly (Arifiantini & Karhab, 2025). In addition, employees who feel satisfied and psychologically involved tend to show higher loyalty and are able to provide added value to the company (Pt et al., 2023).

## CONCLUSION

This study confirms that employee engagement is a more crucial determinant factor than work-life balance in shaping job satisfaction at UPT PLN Malang, where emotional engagement is proven to be a key catalyst for organizational effectiveness. The implications of this finding underscore the urgency for management to develop strategies that facilitate emotional connection and employee dedication, given that strong psychological attachment can drive performance standards that go beyond formal job descriptions. Furthermore, the effectiveness of managing a work environment that supports psychological aspects has been proven to minimize absenteeism and increase employee retention, ultimately strengthening the unit's overall operational stability. Furthermore, this study provides a theoretical contribution by validating the importance of active employee engagement in achieving long-term productivity and loyalty.

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