

The Influence of Work-Work Balance And Organizational Culture on Employee Job Satisfaction at PT Honda Sanggar Laut Palopo

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Abstract

Keywords:

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In an increasingly competitive era of globalization, companies need to increase competitiveness that cannot be separated from employee contributions, the balance between personal life and work is the most important aspect in increasing job satisfaction. This study aims to examine the effect of work balance and organizational culture on employee job satisfaction at PT Honda Sanggar Laut Palopo. In this study using quantitative methods that focus on data collection and statistical analysis that aims to answer the researcher's questions and test the hypothesis. The population in this study were 60 employees of PT Honda Sanggar Laut Palopo. The sample in this study was a saturated sample with a total of 52 employees of PT Honda Sanggar Laut Palopo. Data collection was carried out using Google Forms through distributing questionnaires to respondents who were measured, each item was scored on a Likert scale where each score ranged from (1) to (5). The data analysis technique for this study was tested using Smartpls4. The results showed that work balance has a positive and significant effect on employee job satisfaction at PT Honda Sanggar Laut Palopo, and organizational culture has a positive and significant effect on employee job satisfaction at PT Honda Sanggar Laut Palopo.

INTRODUCTION

The increasingly intense demands on corporate competencies in the era of globalization require companies to continuously improve their competitiveness to maintain business continuity. A company's success is inextricably linked to the contribution of its employees in carrying out their duties to achieve its stated goals. This is because employees are one of the most important assets in a company's operational processes. In this regard, employees are an inseparable element and are essential to ensuring the organization's sustainability in various situations.

Therefore, it is important to study and manage human resources, especially regarding employee performance. In an effort to improve the quality of work results, companies are also reminded to pay attention to employee working conditions, such as the balance between personal life and work. In this imbalance, as conveyed by (Apriyanti & Dirbawanto, 2021) This can occur because employees spend too much time at work, disrupting the harmony between work time and personal life. This demonstrates that employee well-being impacts not only the individual but also the achievement of company goals, including personal needs, the formation of social relationships, and recognition of competency in the workplace.

Research conducted by (Puspa et al., 2021), with the title "The Influence of Work-Life Balance on Job Satisfaction of Padang City Regional Disaster Management Agency Employees"

shows that work-life balance has a positive influence on job satisfaction of Padang City Regional Disaster Management Agency employees. However, this result is not in line with the findings of previous research.(Lailatus Sa'adah et al., 2024)In a study entitled "The Influence of Competence, Motivation and Work Life Balance on Employee Job Satisfaction at UD. Mahakarya Farm Sarimulyo" which concluded that work life balance does not have a significant influence on job satisfaction.

Research conducted by(Saputra et al., 2024)entitled "The Influence of Organizational Culture on Employee Job Satisfaction" concluded that organizational culture has a significant influence on employee job satisfaction. In contrast, research conducted by (Yudha praja., 2024)with the title "the influence of organizational culture, work facilities, and work discipline on ASN with job satisfaction as an intervening variable at the DPPUPP office of Situbondo Regency" found that organizational culture has a negative influence on employee job satisfaction.

Based on the research gap above, this research is entitled "The Influence of Work-Life Balance on Employee Job Satisfaction at Honda Sanggar Laut Palopo"

Work-life balance is a sense of control, accomplishment, and satisfaction in daily life, which reflects the extent to which a person can be simultaneously engaged and satisfied in terms of time allocation and psychological involvement between their roles in work and personal life (Mollow, 2010: 5). Work-life balance has 4 (four) dimensions, namely: work interference personal life, work interference personal life (personal life interference work), enhancement of work life (personal life enhancement of work)(Fisher, GG, Bulger, CA, and Smith, 2009)

Work-life balance is a state in which employees can balance work and personal life. Simply put, work-life balance is a state in which an employee can manage their time well, balancing work and personal needs, as well as family life.(Badrianto & Ekhsan, 2021)A person who maintains a good work-life balance is a productive employee with high performance. Work-life balance is a state in which an individual has sufficient time to spend with family, relax, and complete work effectively. A balance between work and personal life requires a commitment to both work and family.(Arfandi & Kasran, 2023).

Work-life balance indicators according to(Sirgy & Lee, 2023)that is:

1. Time balance.

Regarding the amount of time allotted for work and activities outside of work. The time required to complete tasks at work can vary, depending on the workload, type of work, and the time structure implemented by the agency and its role in the employee's personal life. For example, an employee, in addition to work, also needs time for vacations, spending time with family, and hanging out with friends.

2. Balance of involvement.

Concerning employee engagement that balances work and personal life, it includes how employees can carry out their professional responsibilities with full dedication, while also having a strong commitment to their personal life such as family, health, and time for themselves.

3. Balance of satisfaction.

Employee satisfaction, both at work and outside of work, relates to how employees feel comfortable and well-being in all aspects of their lives. This satisfaction is crucial for maintaining high levels of engagement and supporting a healthy work-life balance.

H1: It is suspected that work-life balance has a positive and significant influence on employee job satisfaction.

Organizational culture

According to Stephen P. Robbins in (Yudhinanto, 2020) states that organizational culture is a system of shared meaning applied by members that distinguishes the organization from other organizations. According to Basuki in (Yudhinanto, 2020), states that organizational culture is included in management which includes theories that indirectly explain the goals and procedures used to achieve them. According to Miller (Yudhinanto, 2020) states that organizational culture is the fundamental values and spirit in how to manage and organize resources. Organizational culture includes beliefs, attitudes, and values that are generally shared by members of the organization, which create similarities in views and actions. (Samsudin, 2023).

Organizational Culture Indicators according to Nguyenin (Novianti et al., 2023) that is:

1. Innovation takes risks into account: That the company culture promotes innovation while having the awareness to take risks, combining creativity and developing new ideas with an awareness of the negative potential that arises as a result of change or renewal.
2. Results-driven: Having a primary focus on achieving clear goals and outcomes. In this culture, performance, success, and goal achievement are highly valued and a top priority.
3. Oriented to all employee interests: Having a primary focus on the welfare, needs, and desires of employees. In the company's organizational culture, it is committed to creating a supportive work environment and prioritizing employee satisfaction and development, which is essentially on increasing employee loyalty, productivity, and retention, can Represent the organization's dedication to paying attention to and satisfying the needs, desires, and welfare of employees in general.
4. Detail-oriented on tasks: Emphasizes the importance of achieving goals by ensuring that each task is done efficiently and accurately. In this organizational culture, attention to detail and accuracy in every stage of the work is highly valued, as it is considered the key to achieving optimal results and long-term success. Represents the organization's emphasis on achieving goals and carrying out work efficiently.

H2: It is suspected that Organizational Culture has a positive and significant influence on employee job satisfaction.

Employee job satisfaction is an important phenomenon for organizational leaders to pay attention to because it has a direct impact on employee performance. According to (Abdurrahmat, 2006) states that job satisfaction is a form of pleasant emotional attitude, where employees feel satisfied and love the work they do. According to Hani Handoko, job satisfaction is a pleasant or unpleasant emotional state, depending on the pattern of how employees view their work. If employees feel satisfied, they will have a positive attitude towards work that affects their performance.

Employee job satisfaction indicators according to (Robbins, SP and Judge, 2015) that is:

1. Work
The tasks and responsibilities that a person carries out can be one of the factors that influence the level of satisfaction at work.
2. Wages
the amount of payment a person receives in return for work done, which is considered fair and in accordance with perceived fair needs.
3. Promotion

A person's ability to advance through promotion depends on the opportunities available within the organization and their ability to meet the necessary requirements and qualifications. Promotion provides opportunities for individuals to develop new skills, gain greater responsibility, and receive recognition for their achievements, which can increase motivation and job satisfaction.

4. Supervisor

someone who consistently gives instructions or directions in carrying out work to other people in carrying out their work.

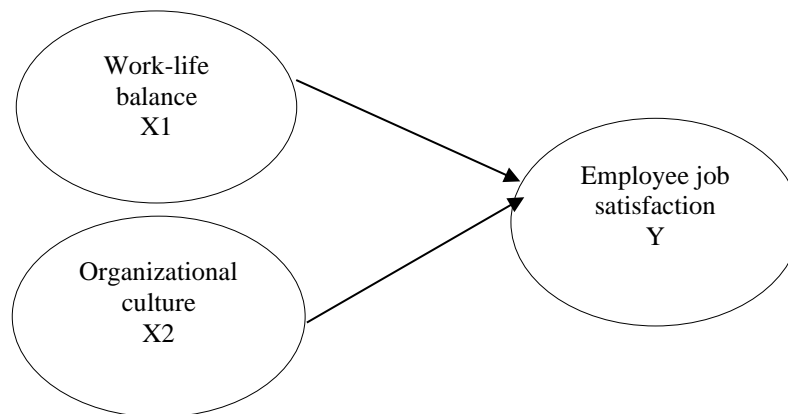
5. Work colleague

Someone who regularly interacts in carrying out their work, which can influence whether the work is pleasant or unpleasant.

1. Research conducted by(Puspa et al., 2021)entitled "The Influence of Work-Life Balance on Job Satisfaction of Padang City Regional Disaster Management Agency Employees." This study shows that work-life balance has a positive effect on job satisfaction of Padang City Regional Disaster Management Agency employees.
2. Research conducted by(Wuarlima et al., 2019)entitled "The Influence of Work-Life Balance, Work Involvement and Career Development on Employee Job Satisfaction at Gran Puri Hotel Manado" This study shows that work-life balance has a significant effect on employee job satisfaction at Gran Putri Hotel Manado.
3. Research conducted by(Pitoyo & Handayani, 2022)entitled "The Influence of Work-Life Balance and Work Environment on Employee Job Satisfaction" This study shows that work-life balance has a significant influence on employee job satisfaction.
4. Research conducted by(Faustina & Julianti, 2024)entitled "The Influence of Work-Life Balance on Employee Performance Through the Mediation of Employee Job Satisfaction of Technical Implementation Unit and Sidoarjo Center of the Social Service of East Java Province" This study shows that work-life balance has a positive and significant influence on job satisfaction of employees of the technical implementation unit and Sidoarjo Center of the Social Service of East Java Province.
5. research conducted by(Akhmad Aviv Azizi et.al, 2024)entitled "The influence of competence, motivation and work life balance on employee job satisfaction at UD. Mahakarya Farm Sarimulyo" found that there was no significant influence between work life balance and job satisfaction.
6. Research conducted by(Saputra et al., 2024) entitled "The Influence of Organizational Culture on Employee Job Satisfaction." The results of the research state that organizational culture influences employee job satisfaction.
7. Research conducted by(Busri & Loliyani, 2023)entitled "The Influence of Organizational Culture and Organizational Commitment on Employee Job Satisfaction at Damri Public Company, Lampung Branch." The results of the study stated that organizational culture has a positive and significant influence on employee job satisfaction at Damri Public Company, Lampung Branch.
8. research conducted by(Yudha praja, 2024)entitled "The Influence of Organizational Culture, Work Facilities, and Work Discipline on ASN with Job Satisfaction as an Intervening Variable at the DPUPP Office of Situbondo Regency" found that organizational culture has a negative but not significant effect on employee job satisfaction.

9. Research conducted by(Dewi & Supartawan, 2023)entitled "The Influence of Organizational Culture, Organizational Commitment and Work Facilities on Employee Job Satisfaction at LPD in Buleleng District" The results of this study indicate that organizational culture variables have a significant influence on employee job satisfaction.
10. Research conducted by(Novianti et al., 2023)entitled "the influence of career development, organizational culture and workload on employee job satisfaction" The results of this study indicate that organizational culture variables have a significant influence on employee job satisfaction.

Research Framework



Research methods

This study uses a quantitative approach that focuses on data collection and statistical analysis aimed at answering the researcher's questions and testing the hypothesis. Data collection was carried out using primary data. Scored with a Likert scale where each question is scored from (1) to (5). Written questions regarding all dependent variables of employee job satisfaction and independent variables of work-life balance and organizational culture. In this study, the population was employees of PT Honda Sanggar Laut Palopo with a total of 60 employees. The questionnaire was made using Google Form to facilitate distribution which resulted in the final sample. The sampling technique in this study used saturated sampling with a total of 52 employees of PT Honda Sanggar Laut Palopo. This study was conducted at PT Honda Sanggar Laut Palopo. After the data was collected, data analysis was carried out using the SmartPLS4 program to perform linear analysis, validation and reliability tests, descriptive statistics, composite reliability tests, Crombach's alpha tests, R-square tests, path coefficient estimation tests and hypothesis tests, convergent validity tests.

Results and Discussion

Table 1
Validation and Reliability Test Results

Variables	Item	Factor loading	Information	Component Reliability
	KK,1	0.830	Valid	
	KK,2	0.889	Valid	

	KK,3	0.862	Valid	
Balance	KK,4	0.910	Valid	0.944
Work	KK,5	0.756	Valid	
	KK,6	0.903	Valid	
	BO,1	0.774	Valid	
	BO,2	0.799	Valid	
	BO,3	0.909	Valid	
Culture	BO,4	0.825	Valid	0.953
Organization	BO,5	0.885	Valid	
	BO,6	0.866	Valid	
	BO,7	0.825	Valid	
	BO,8	0.887	Valid	
	KKK1	0.915	Valid	
	KKK2	0.874	Valid	
	KKK3	0.917	Valid	
	KKK4	0.835	Valid	
Satisfaction	KKK5	0.933	Valid	0.971
Employee Work	KKK6	0.866	Valid	
	KKK7	0.888	Valid	
	KKK8	0.866	Valid	
	KKK9	0.850	Valid	
	KKK10	0.841	Valid	

According to (Ghozali et al., 2014) Data is considered valid if the loading factor value is greater than 0.5. Validity test results indicate that the statement indicators representing the three variables are valid at values >0.5.

Analysis is considered reliable if it has a value *construct reliability* > 0.7. The results of this test indicate that the CR value for the work-life balance variable is 0.944, work environment 0.953, and employee job satisfaction 0.971. If all research instrument reliabilities are greater than 0.7, this indicates that the instrument has good internal consistency.

DESCRIPTIVE STATISTICS

The analysis can be in the form of data presentation in the form of regular tables, pie charts, frequency distributions, graphs, or pictograms. Group explanations are carried out through the mode, mean, and group variation calculated through the range and deviation with the aim of describing the actual conditions of the variables of work-life balance, organizational culture, and employee job satisfaction. Measurement of respondents' answers is carried out using the following intervals.

$$\text{Interval} = \frac{\text{nilai maksimum} - \text{nilai minimum}}{\text{kelas interval}}$$

Table 2

Average value	Category
1.00-1.79	Strongly Disagree
1.80-2.59	Don't agree
3.00-3.39	Neutral

3.40-4.19	Agree
4.20-5.00	Strongly agree

In the descriptive statistical data variables, this can be seen by looking at the average value of each indicator that has been analyzed in this study, which can be seen in the following table.

Table 3
Descriptive Statistics of Work Balance Variables

	Frequency		And		Presentation			
KK	Strongly Disagree	Don't agree	Neutral	Agree	Strongly agree	Score	Average	Category
KK1	5 9.61%	3 5.76%	5 9.61%	20 38.46%	18 34.61%	196	4.00	Agree
KK2	5 9.61%	1 1.92%	5 9.61%	21 40.38%	19 36.53%	201	4.00	Agree
KK3	4 7.69%	3 5.76%	5 9.61%	20 38.46%	19 36.53%	200	4.00	Agree
KK4	5 9.61%	2 3.84%	6 11.53%	25 48.07%	13 25%	191	4.00	Agree
KK5	5 9.61%	2 3.84%	6 11.53%	26 50%	12 23.07%	191	4.00	Agree
KK6	2 3.84%	3 5.76%	5 9.61%	26 50%	15 28.84%	202	4.00	Agree
	Average		Total		4.00			

The table above shows that descriptive statistics are part of the respondents' assessment for each variable item and also indicate their level of assessment of the work-life balance variable. The average respondent rating in this assessment reached 4.00, indicating that the average respondent answered "Agree" to statements related to the work-life balance variable.

Table 4
Descriptive Statistics of Organizational Culture Variables

	Frequency		And	Presentatio				
BO	Very No Agree	No Agree	Neutral	Agree	Very Agree	Score	Flat- Flat	Category
BO1	5	3	5	20	18	196	4.00	Agree
	9.61%	5.76%	9.61%	38.46%	34.61%			
BO2	5	1	5	21	20	206	4.00	Agree
	9.61%	1.92%	9.61%	40.38%	38.46%			
BO3	4	3	5	21	19	204	4.00	Agree
	7.69%	5.76%	9.61%	40.38%	36.53%			
BO4	5	2	6	26	13	196	4.00	Agree
	9.61%	3.84%	11.53%	50%	25%			
BO5	5	2	6	27	12	195	4.00	Agree
	9.61%	3.84%	11.53%	51.92%	23.07%			
BO6	2	3	5	27	15	206	4.00	Agree
	3.84%	5.76%	9.61%	51.92%	28.84%			
BO7	3	3	5	21	20	208	4.00	Agree
	5.76%	5.76%	9.61%	40.38%	38.46%			
BO8	4	3	4	24	17	203	4.00	Agree
	7.68%	5.76%	7.68%	46.15%	32.69%			
	Average		Total	4.00				

The table above shows that descriptive statistics are part of the respondents' assessment for each variable item and also indicate their level of assessment of the organizational culture variable. The average respondent assessment in this study reached 4.00, indicating that the average respondent answered "Agree" to statements related to the organizational culture variable.

Table 5
Descriptive Statistics of Employee Job Satisfaction Variables

		Frequency	And	Presentation				
KKK	Very Don't agree	Don't agree	Neutral	Agree	Strongly agree	Score	Flat-Flat	Category
KKK1	5	3	5	20	19	201	4.00	Agree
	9.61%	5.76%	9.61%	38.46%	36.53%			
KKK2	5	1	5	21	20	206	4.00	Agree
	9.61%	1.92%	9.61%	40.38%	38.46%			
KKK3	4	3	5	21	19	205	4.00	Agree
	7.69%	5.76%	9.61%	40.38%	36.53%			
KKK4	5	1	6	26	13	194	4.00	Agree
	9.61%	1.92%	11.53%	50%	25%			
KKK5	5	2	6	27	12	220	4.07	Agree
	9.61%	3.84%	11.53%	51.92%	23.07%			
KKK6	2	3	5	27	15	206	4.00	Agree
	3.84%	5.76%	9.61%	51.92%	28.84%			
KKK7	3	3	5	21	20	208	4.00	Agree
	5.76%	5.76%	9.61%	40.38%	38.46%			
KKK8	4	3	4	24	17	199	4.00	Agree
	7.69%	5.76%	7.69%	46.15%	32.69%			
KKK9	3	5	5	22	17	201	4.00	Agree
	5.76%	9.61%	9.61%	42.30%	32.69%			
KKK10	5	2	6	21	21	216	4.05	Agree
	9.61%	3.76%	11.53%	40.38%	40.38%			
		Average	Total					

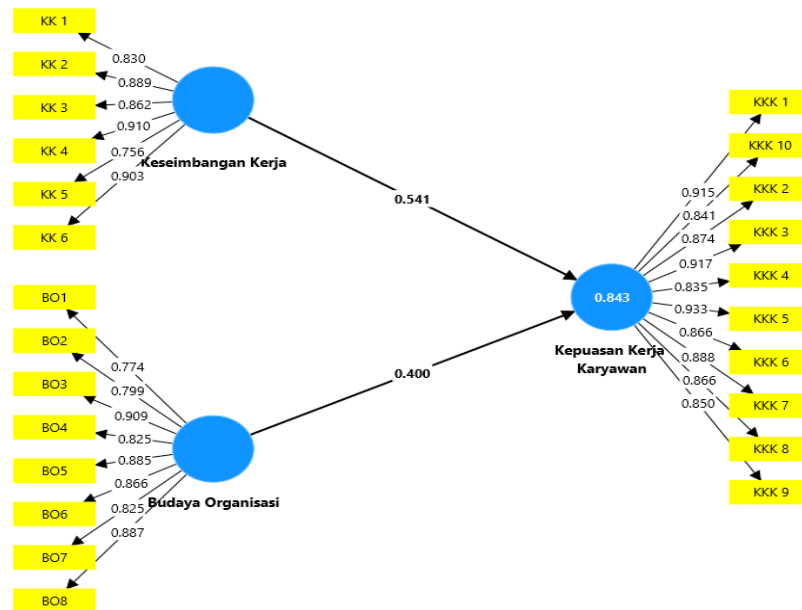


Figure 2 Measurement model test

Based on Figure 2, the convergent validity criteria have been met because the outer loading of each indicator item of each latent variable has a value of 0.70, so that these items can be said to be valid, this proves that the construct is measured well.

Composite Reliability Test Results

The Composite Reliability (CR) test aims to assess the internal consistency of a latent construct by ensuring that the indicators consistently reflect the intended concept. A high CR value indicates a reliable construct, while a low value indicates indicators that may be irrelevant. As a complement to Cronbach's Alpha, CR takes into account the weights of indicators based on their factor loadings, thus providing more accurate results. If the CR value is adequate, the model is considered reliable; if not, revisions to the indicators or construct are necessary. The primary purpose of CR is to ensure that the analysis results accurately reflect the relationships between latent variables to support research decisions.

Table 6. Composite Reliability Test Results

Variables	Composite Reliability
Work-Life Balance	0.935
Organizational culture	0.946
Employee Job Satisfaction	0.968

The results of the composite reliability test can be seen in the table above, which shows that the work-life balance variable has a value of 0.935, the organizational culture variable has a value of 0.946, and the employee job satisfaction variable has a value of 0.968. This indicates that the composite reliability value is greater than 0.70.

Cronbach's Alpha Test Results

The Cronbach's Alpha test aims to assess the internal consistency of indicators in measuring latent constructs. High values indicate good consistency, while low values indicate indicators that are less appropriate. This test provides an overview of reliability, assuming equal indicator weights, but is often complemented by Composite Reliability (CR) for more accurate results. Overall, this test ensures adequate consistency of the constructs, allowing the data to generate valid analyses.

Table 7. Cronbach's Alpha Test Results

Variables	<i>Cronbach's Alpha</i>
Work-Life Balance	0.929
Organizational culture	0.943
Employee Job Satisfaction	0.967

The results of the Cronbach's alpha test can be seen in the table above, which shows that the work-life balance variable has a value of 0.929, the organizational culture variable has a value of 0.943, and the employee job satisfaction variable has a value of 0.967. This indicates that all variables have good Cronbach's alpha values.

R-Square Test Results

The purpose of the R-square (R^2) test is to measure how much of the variability in the dependent variable can be explained by the independent variables in the model. A high R^2 value indicates a strong model and is able to explain the relationship between variables well, while a low R^2 value indicates a model that is less effective in explaining data variability. R^2 is used to assess model quality in PLS-SEM.

Table 8. R-Square Test Results

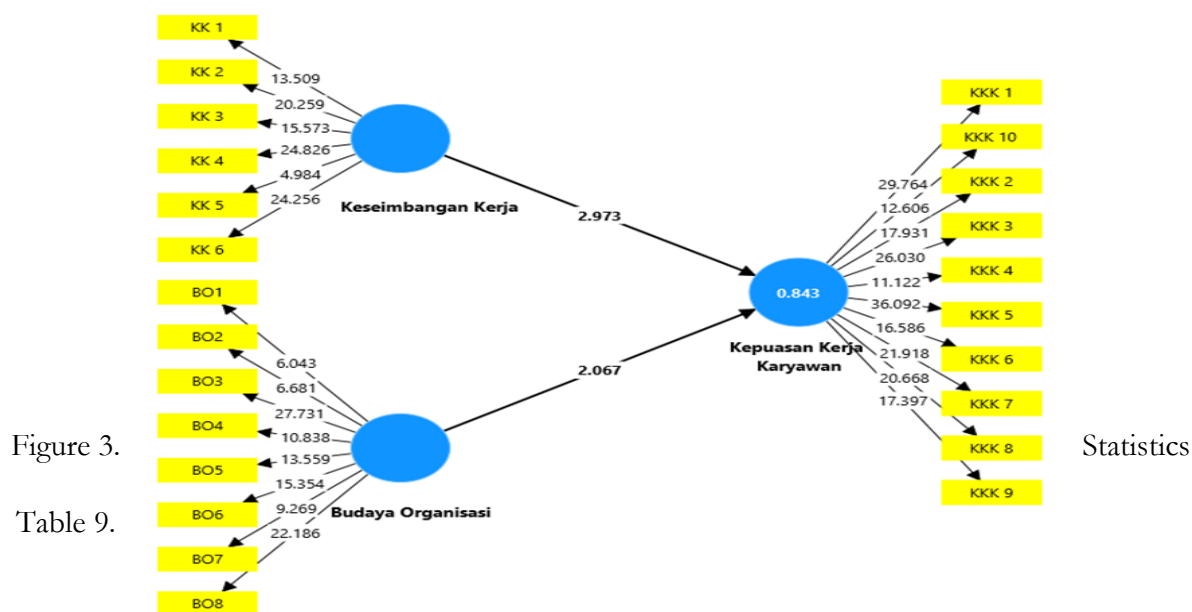
	R-square	Adjusted R-square
Employee Job Satisfaction	0.843	0.837

The R-square value obtained from this research model is 0.843, indicating a goodness of fit. This value also indicates that employee job satisfaction can be explained by the two variables used: work-life balance and organizational culture, at 84.3%.

Path Coefficient Estimation and Hypothesis Testing

The estimated path correlation, also known as path coefficient estimation, can be obtained through a variable bootstrapping procedure. Estimating the path coefficient involves measuring the strength and significance of the correlation between the variables in the model. To evaluate the significance of the path coefficient, the t-statistic must be greater than 1.96.

In addition to the estimation of the significance path coefficient, the output results *bootstrapping* will show the p-value of each construct in the model. The purpose of the p-value is as a measure of decision-making to reject or accept the proposed hypothesis. If the results show a p-value ≤ 0.05 (significant), the alternative hypothesis (H_a) is accepted, and vice versa if the p-value ≥ 0.05 (not significant), (H_o) is rejected.



Variables	Original Sample	Sample mean	Standard Deviation	T-Statistic	P-Values	Description
Work-Life Balance → Employee Job Satisfaction	0.541	0.536	0.182	2,973	0.003	Significant
Organizational Culture → Employee Job Satisfaction	0.400	0.408	0.194	2,067	0.039	Significant

The table above shows that the parameter coefficient is 0.541, indicating a direct positive effect of work-life balance on employee job satisfaction. Each unit increase in employee work-life balance contributes to an increase in employee job satisfaction of 0.541. The t-statistic value of $2.973 \geq 1.96$ and the p-value of $0.0003 \leq 0.05$ confirm that the resulting effect is statistically significant, thus the first hypothesis (H1) is accepted.

The parameter coefficient value reached 0.400, indicating a positive influence of organizational culture on employee job satisfaction. Each one-unit increase in organizational culture will contribute to an increase in employee job satisfaction by 0.400. The t-statistic value of $2.067 \geq 1.96$ and the p-value of $0.039 \leq 0.05$ indicate that the resulting effect is statistically significant, so the second hypothesis (H2) is accepted.

Discussion

The results of this study indicate that work-life balance and organizational culture significantly influence employee job satisfaction at PT Honda Sanggar Laut Palopo. Based on multiple linear regression analysis, these two independent variables collectively contribute significantly to employee job satisfaction. This discussion will outline the study's key findings, managerial implications, limitations, and recommendations for future research.

1. The Influence of Work-Life Balance on Employee Job Satisfaction

Work-life balance has a positive and significant impact on employee job satisfaction. Employees who are able to manage a balance between work and personal life tend to be more satisfied with

their jobs. This result is in line with previous research conducted by (Puspa et al., 2021) which states that the balance of job satisfaction has a positive influence on employee job satisfaction. The results of the study (Wuarlima et al., 2019) also shows that work-life balance has a significant effect on employee job satisfaction.

The concept of work-life balance encompasses three main aspects: time balance, engagement balance, and satisfaction balance. Time balance refers to the proportion of time devoted to work and non-work activities. Engagement balance reflects how individuals divide their attention proportionally between work and other aspects of life without experiencing role conflict. Satisfaction balance indicates the extent to which individuals are satisfied with their roles at work and in their personal lives.

If work-life balance isn't maintained, employees can experience physical and mental exhaustion, negatively impacting their motivation and productivity. Therefore, companies need to provide flexible work schedules, leave policies that support work-life balance, and employee wellness benefits to increase job satisfaction..

2. The Influence of Organizational Culture on Employee Job Satisfaction

In addition to work-life balance, organizational culture also has a positive and significant influence on employee job satisfaction. A strong and positive organizational culture can create a conducive work environment, which ultimately increases employee loyalty and motivation. These results align with research (Saputra et al., 2024) which states that organizational culture has a positive and significant influence on employee job satisfaction. The results of research conducted by (Dewi & Supartawan, 2023) also shows that organizational culture variables have a positive and significant influence on employee job satisfaction.

A good organizational culture is characterized by several key factors, such as innovation and risk-taking, a results-oriented approach, concern for employee well-being, and supportive leadership. If the organizational culture is not aligned with employee values and expectations, this can lead to dissatisfaction and increased turnover rates. Therefore, companies must ensure that the organizational culture they implement improves employee well-being and job satisfaction.

Conclusion

The results of this study indicate that work-life balance has a significant influence on employee job satisfaction at PT Honda Sanggar Laut Palopo, and organizational culture has a significant influence on employee job satisfaction at PT Honda Sanggar Laut Palopo. A good work-life balance allows employees to manage their professional and personal lives optimally, thereby increasing job satisfaction. In addition, a positive organizational culture creates a conducive work environment, which encourages employee engagement and loyalty. Therefore, companies must implement policies that support work-life balance and strengthen a positive organizational culture to increase employee job satisfaction and productivity. Further research is expected to explore other factors that influence job satisfaction to provide a more comprehensive understanding of the factors that contribute to employee well-being and work motivation.

SUGGESTION

Based on the conclusions drawn above, the recommendations in this article are that many factors influence work-life balance, and organizational culture significantly influences employee job satisfaction. For future researchers, it is recommended that they gather more information related to the case study. Furthermore, a larger sample size is highly recommended to

enhance the validity of the results. These are the conclusions and recommendations presented by the author, so that the data obtained can serve as input and provide benefits for future researchers.

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