

## The Effect of Work-Life Balance and Work Environment on Employee Job Satisfaction at PT Honda Sanggar Laut Palopo

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### Abstract

**Keywords:** *Work-life balance, Work environment, Employee job satisfaction*

*An imbalance in work-life balance can lead to decreased health and quality of work. A healthy work environment also plays an important role in increasing productivity and job satisfaction. This study aims to test the influence of work-life balance and work environment on employee job satisfaction at PT Honda Sanggar Laut Palopo. In this study, This study uses a quantitative method that focuses on data collection and statistical analysis that aims to answer the researcher's questions and test the hypothesis. The population in this study was 60 employees of PT. Honda Sanggar Laut Palopo. The sample in this study was 50 employees of PT. Honda Sanggar Laut Palopo. Data collection was carried out using a google form through the distribution of questionnaires to respondents who were measured, each item was scored on a Likert scale where each question was scored from (1) to (5). The technical analysis of this research data was tested using Smartpls4. The results of this study indicate that work-life balance has a positive and significant influence on the job satisfaction of employees of PT Honda Sanggar Laut Palopo and the work environment has a positive and significant influence on the job satisfaction of employees of PT Honda Sanggar Laut Palopo.*

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## INTRODUCTION

Today, more and more companies are competing to drive economic growth at the global level. The rapid advancement of technology and information has had various impacts, both positive and negative, on the business world and the economy, especially in Indonesia. (Wardhana et al., 2021). Significant progress in the industrial sector shows a major change in the production process that is becoming faster. In this dynamic digital era, competition between companies is getting tighter. To achieve success, companies need employees who can work according to the needs of the organization and have relevant skills and feel comfortable with their work. This sense of comfort is one of the important indicators in achieving job satisfaction. (Maharani et al., 2023)

Many companies are currently implementing programs to maintain a balance between employee personal life and work. This is done to ensure that employees remain highly committed and have optimal work quality. So that they are satisfied with their work. An imbalance in work-life balance has the potential to cause employees to have difficulty managing their time between work and personal life. As a result, they may have difficulty enjoying life, have

minimal free time for themselves and their families, decline in health, and decrease in the quality of work and mental and physical conditions of employees.(Aliya & Saragih, 2020)

A healthy and comfortable working environment is very important in increasing employee productivity and performance so that it can have a positive impact on employee job satisfaction levels. According to(Kasmir, 2016:192)The work environment includes various aspects such as the physical condition of the workplace, layout, facilities, and interactions between co-workers. The work environment not only includes facilities and infrastructure, but also involves effective communication, harmonious relationships between employees, leadership style, and solid cooperation, the combination of these factors forms a conducive work atmosphere that supports employee productivity and well-being.(Fair, 2023).

Job satisfaction is used to measure how employees feel about their work and their company, so companies need to pay attention to the level of job satisfaction in order to maintain good relationships with employees. When employees feel satisfied, they tend to be more loyal to the company. Conversely, low levels of satisfaction can cause discomfort, restlessness, and even a desire to leave the company. According to(Kaswan, 2017:193)Job satisfaction is the extent to which employees' emotions, both positive and negative, toward various aspects of their work. Job satisfaction also shows employees' reactions to working conditions and is a tool for assessing the difference between employee expectations and what the company provides them.

Research conducted by(Pratama & Setiadi, 2021),with the title "The Impact of Work-Life Balance on Job Satisfaction of Millennial Employees in Startup Companies in Jakarta" shows that there is a significant influence between work-life balance and employee job satisfaction.This is not in line with the results of research conducted by(Maharani et al., 2023),entitled "The Influence of Work-Life Balance on Employee Job Satisfaction in Bintaro", which concluded that there was no significant influence of work-life balance on job satisfaction in the area.

Research conducted by(Yuliantini & Santoso, 2020)entitled "The Influence of Work Environment and Work Discipline on Employee Job Satisfaction at PT. Travelmart Central Jakarta found that work environment variables have a positive and significant influence on employee job satisfaction in the company.. On the other hand, research conducted by(Fenianti & Nawawi, 2023). With the title, "The Influence of Work Environment, Motivation, and Work Discipline on Job Satisfaction",shows that the work environment does not have a significant positive influence on employee job satisfaction..

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

## METHODS

This study uses quantitative which focuses on data collection and statistical analysis which aims to answer the researcher's questions and test the hypothesis. Data collection was carried out using primary data. Data were obtained through the distribution of questionnaires to respondents which were measured, each item was scored on a Likert scale where each question was scored from (1) to (5). Written questions regarding all dependent variables of employee job satisfaction and independent variables of work-life balance and work environment. 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 50 employees of PT Honda Sanggar Laut Palopo. This research was conducted at PT Honda Sanggar Laut Palopo. Linear regression analysis of data was carried out using the SmartPLS4 program, Validation and Reliability Test, Descriptive Statistics, Composite Reliability Test, Crombach's Alpha Test, R-square Test, Path Coefficient Estimation Test and Hypothesis Test, Convergent Validity Test.

## RESULTS AND DISCUSSION

Table 1  
Validation and Reliability Test Results

Variables	Item	Factor loading	Information	Component Reliability
<i>Work-life balance</i>	WLB 1	0.859	Valid	0.951
	WLB 2	0.933	Valid	
	WLB 3	0.896	Valid	
	WLB 4	0.889	Valid	
	WLB 5	0.902	Valid	
	WLB 6	0.751	Valid	
Work environment	LK 1	0.887	Valid	0.964
	LK 2	0.904	Valid	
	LK 3	0.878	Valid	
	LK 4	0.825	Valid	
	LK 5	0.918	Valid	
	LK 6	0.870	Valid	
	LK 7	0.877	Valid	
	LK 8	0.854	Valid	
Satisfaction Employee Work	KKK1	0.935	Valid	0.962
	KKK2	0.901	Valid	
	KKK3	0.884	Valid	
	KKK4	0.888	Valid	
	KKK5	0.875	Valid	

KKK6	0.905	Valid
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According to (Ghozali et al., 2014) Data is considered valid if the loading factor value exceeds 0.5. The results of the validity test indicate that the indicators representing the three variables in this study are declared valid with values above 0.5.

The analysis is declared reliable if the construct reliability (CR) value exceeds 0.7. The test results show that the CR value for the work-life balance variable is 0.951, the work environment is 0.964, and employee job satisfaction is 0.962. Because all reliability values of the research instruments exceed 0.7, this indicates that the instrument has very good internal consistency.

### Descriptive Statistics

Data analysis can be done by presenting information in the form of simple tables, pie charts, frequency distributions, graphs, or pictograms. Explanations of data groups are done using mode values, averages (means), and group variations calculated through ranges and deviations. The purpose of this analysis is to provide an accurate picture of the conditions of work-life balance variables, work environment, and employee job satisfaction. Measurement of respondents' answers is done using the following interval scale.

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

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, information can be obtained by observing the average value of each indicator that has been analyzed in this study, as presented in the following table.

Table 3. Descriptive Statistics of Work-life balance Variables

WLB	Frequency					Score	Average	Category
	Strongly Disagree	Don't agree	Neutral	Agree	Strongly agree			
WLB. 1	2	2	5	22	19	204	4.08	Agree
	4%	4%	10%	44%	38%			
WLB. 2	1	2	5	30	12	200	4.00	Agree
	2%	4%	10%	60%	24%			
WLB. 3	2	2	3	29	14	201	4.02	Agree
	4%	4%	6%	58%	28%			
WLB. 4	2	1	2	33	12	202	4.04	Agree
	4%	2%	4%	66%	24%			
WLB. 5		1	5	27	15	202	4.04	Agree

	4%	2%	10%	54%	30%			
WLB.	1	2	5	30	12	200	4.00	Agree
6								
	2%	4%	10%	60%	24%			
	Average		Total			4.03		

The table above shows that Descriptive statistics are used to evaluate respondents' responses to each variable item, as well as reflect their level of assessment of the work-life balance variable. The average respondent response in this study was 4.03, which indicates that most respondents gave the answer "Agree" to statements related to the work-life balance variable.

Table 4 Descriptive Statistics of Work Environment Variables

LK	Strongly Disagree	Don't agree	Neutral	Agree	Strongly agree	Score	Average	Category
LK. 1	2	1	5	27	15	202	4.04	Agree
	4%	2%	10%	54%	30%			
LK. 2	2	2	3	29	14	201	4.02	Agree
	4%	4%	6%	58%	28%			
LK. 3	1	2	8	26	13	197	4.00	Agree
	2%	4%	16%	52%	26%			
LK. 4	3	2	3	23	19	203	4.06	Agree
	6%	4%	6%	46%	38%			
LK. 5	2	2	3	32	11	198	4.00	Agree
	4%	4%	6%	64%	22%			
LK. 6	1	2	5	28	14	202	4.04	Agree
	2%	4%	10%	56%	28%			
LK. 7	2	1	2	33	12	202	4.04	Agree
	4%	2%	4%	66%	24%			
LK. 8	1	2	2	29	16	207	4.14	Agree
	2%	4%	4%	58%	32%			
	Average		Total			4,042		

The table above shows that descriptive statistics reflect respondents' responses to each variable item and also describe their level of assessment of the work environment variable. The average of respondents in this study reached 4.042, which shows that the majority of respondents gave the answer "Agree" to statements related to the work environment variable.

Table 5. Descriptive Statistics of Employee Job Satisfaction Variables

KKK	Frequency					Score	Average	Category
	Strongly Disagree	Don't agree	Neutral	Agree	Strongly agree			
KKK 1	1	2	5	30	12	200	4.00	Agree
	2%	4%	10%	60%	24%			
KKK 2	1	3	5	24	17	203	4.06	Agree
	2%	6%	10%	48%	34%			
KKK 3	2	2	5	22	19	204	4.08	Agree
	4%	4%	10%	44%	38%			
KKK 4	2	2	3	29	14	201	4.02	Agree
	4%	4%	6%	58%	28%			
KKK 5	2	1	2	33	12	202	4.04	Agree
	4%	2%	4%	66%	24%			
KKK 6	3	2	3	23	19	203	4.06	Agree
	6%	4%	6%	46%	38%			
Average						4,043		

The table above illustrates that descriptive statistics are used to evaluate respondents' responses to each variable item, as well as reflect their level of assessment of employee job satisfaction variables. The average response given by respondents in this study was 4.043, which indicates that most respondents gave the answer "Agree" to statements related to employee job satisfaction variables.

### Convergent validity test results

An indicator of a research variable is assumed to be valid if it has a value *outer loading* > 0.70 on each correlation between latent variables and each of their manifest variables. So, when the outerloading value is > 0.70, the indicator item or manifest variable must be eliminated before conducting further testing.

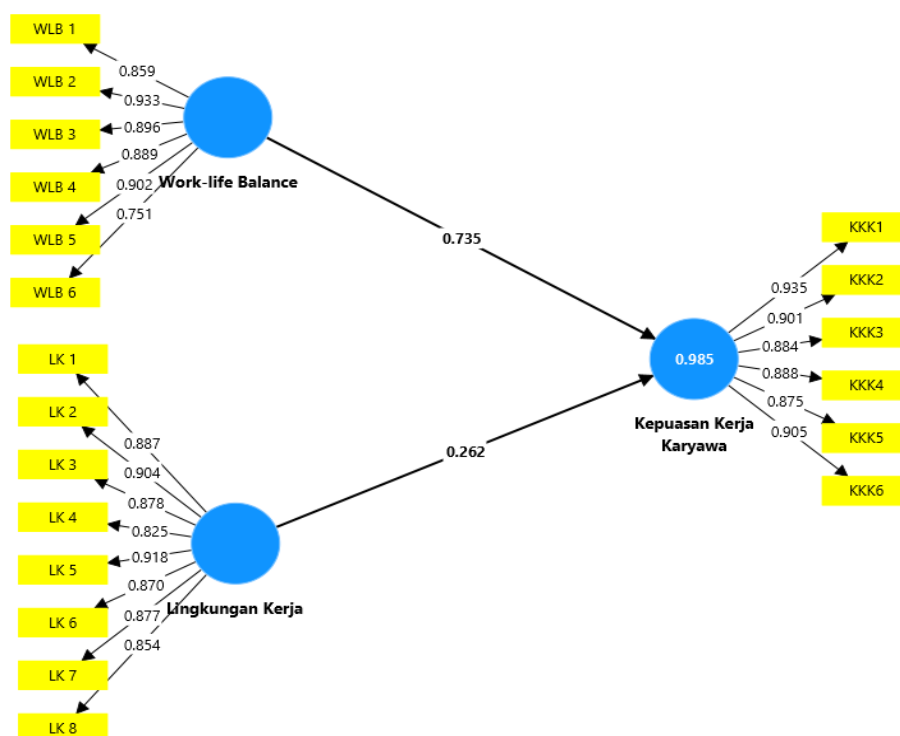


Figure 2. Measurement model test

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, proving that the construct is measured well.

### Composite Reliability Test Results

Composite Reliability (CR) test aims to assess the internal consistency of a latent construct by ensuring that the indicators work consistently in reflecting 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 weight of the indicators based on their loading factors, thus providing more accurate results. If the CR value is adequate, the model is considered reliable, but if not, revisions to the indicators or constructs are needed. The main purpose of CR is to ensure that the results of the analysis accurately reflect the relationships between latent variables to support research decisions.

Table 6. Composite Reliability Test Results

Variables	Composite Reliability
<i>Work-life Balance</i>	0.953
Work environment	0.959
Employee Job Satisfaction	0.944

The results of the composite reliability test shown in the table above indicate that the work-life balance variable has a value of 0.953, the work environment variable 0.959, and the job satisfaction variable 0.944. This shows that all variables have an adequate level of reliability, because the composite reliability value for each variable exceeds 0.70.

### Cronbach's Alpha Test Results

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 with the assumption that the indicator weights are the same, but is often complemented by Composite Reliability (CR) for more

accurate results. Overall, this test ensures that the construct has adequate consistency so that the data can produce valid analysis.

Table 7. Cronbach's Alpha Test Results

Variables	<i>Cronbach's Alpha</i>
<i>Work-life Balance</i>	0.952
Work environment	0.957
Employee Job Satisfaction	0.937

The results of the Cronbach's alpha test can be seen from the table above which shows that the work-life balance variable has a value of 0.952, the Work environment variable is 0.957, and the employee job satisfaction variable has a value of 0.937. This shows 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	0.985	0.984

This research model produces an R-square value of 0.985, indicating that the model has a very good level of fit. This value also shows that the job satisfaction variable can be explained by two independent variables, namely work-life balance and work environment, by 98.5%.

### **Path Coefficient Estimation and Hypothesis Testing**

The estimated value of the path correlation or also called the path coefficient estimation can be obtained through one of the bootstrapping procedure variables. The path coefficient estimation involves measuring the strength and significance of the correlation between variables built in the model. Meanwhile, to evaluate the significance of the path coefficient, the t-statistic value must be greater than 1.96.

In addition to the estimation of the significance path coefficients, 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 hypothesis that has been proposed. If the results show a p-value  $\leq 0.05$  (significant), the alternative hypothesis ( $H_a$ ) is accepted, and vice versa if the p-value  $\geq 0.05$  (not significant), ( $H_0$ ) is rejected.



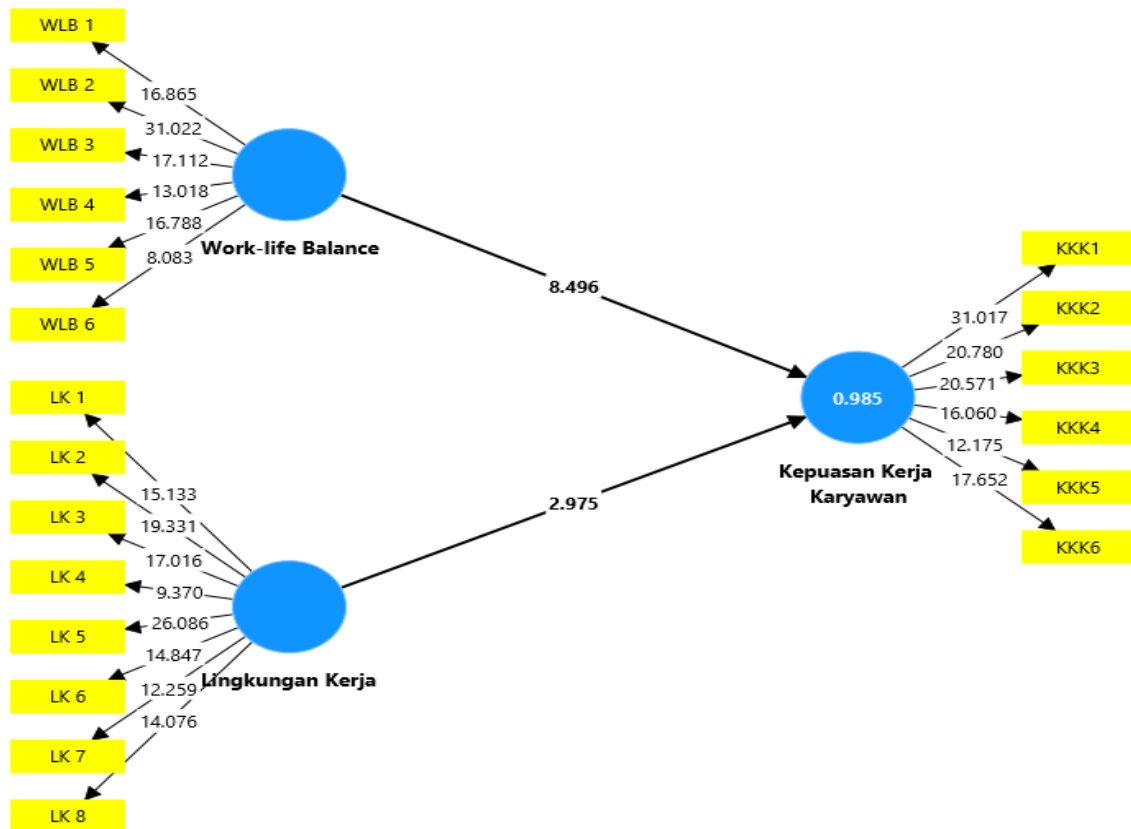


Figure 3. Statistics

Table 9. Hypothesis Testing Results

Variables	<i>Original Sample</i>	<i>Sample mean</i>	<i>Standard Deviation</i>	T-Statistic	<i>P-Values</i>	Description
<i>Work-life Balance</i> → <i>Employee job satisfaction</i>	0.735	0.742	0.086	8,496	0,000	Significant
Work Environment → Employee Job Satisfaction	0.262	0.255	0.088	2,975	0.003	Significant

Based on the table above, the parameter coefficient with a value of 0.735 indicates a positive influence of work-life balance on employee job satisfaction directly. Every one unit increase in employee work-life balance will contribute to an increase in employee job satisfaction by 0.735. The t-statistic value reaching 8.496 ( $\geq 1.96$ ) and the p-value of 0.000 ( $\leq 0.05$ ) confirms that the resulting influence is statistically significant, so that the first hypothesis (H1) is accepted.

The parameter coefficient value reaches 0.262, meaning that there is a positive influence of the work environment on employee job satisfaction. Every work environment that increases by one unit will contribute to increasing employee job satisfaction by 0.262. The t-statistic value of  $2.975 \geq 1.96$  and the p-value of  $0.003 \leq 0.05$  indicate that the resulting influence is statistically significant so that the second hypothesis (H2) is accepted.

### Discussion

The results of this study indicate that work-life balance and work environment have a significant influence on employee job satisfaction at PT Honda Sanggar Laut Palopo. Multiple linear regression analysis revealed that both independent variables jointly contribute to variations

in employee job satisfaction with a fairly high coefficient of determination. This discussion will outline the main findings of the study, managerial implications, as well as limitations of the study and suggestions for future research.

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

The results of the study indicate that work-life balance has a positive and significant influence on employee job satisfaction. The balance between work and personal life allows employees to reduce work stress, improve psychological well-being, and maintain high work motivation. This finding supports previous research by (Pratama & Setiadi, 2021) which found that work-life balance increases employee job satisfaction levels in Jakarta startup companies. Another study by (Arumningtyas and Trisafidaningsih 2021) also supports these results, showing that work-life balance has a positive and significant effect on employee job satisfaction at CV Nusantara Lestari.

Furthermore, the concept of work-life balance includes aspects of time balance, involvement, and satisfaction. Time balance refers to the employee's ability to allocate time for work and personal life proportionally. Involvement balance refers to the extent to which an individual can divide his or her attention equally between work and other aspects of life, without experiencing role conflict. Meanwhile, satisfaction balance reflects the extent to which an individual feels satisfied with his or her role at work and in his or her personal life. These three aspects contribute to increased job satisfaction and productivity.

However, work-life balance imbalance can have negative impacts such as increased stress, fatigue, and job dissatisfaction. Therefore, companies need to adopt policies that support work flexibility, such as hybrid work systems, adequate leave, and mental health programs for employees to increase job satisfaction.

### **2. The Influence of Work Environment on Employee Satisfaction**

In addition to work-life balance, the work environment has also been shown to have a positive and significant influence on employee job satisfaction. A comfortable, safe, and conducive work environment allows employees to work more productively and feel more satisfied with their work. This study is in line with the results of a study by Yuliantini and Santoso (2020), which shows that a good work environment can increase employee job satisfaction in the service sector. Research by Jumanis & Rianto (2023) also supports this finding, by showing a positive and significant influence between the work environment and employee job satisfaction at CV Kita Sukses Mandiri.

The work environment includes physical and non-physical aspects. Physical aspects include office layout, availability of work facilities, lighting, cleanliness, and comfort of the work space. While non-physical aspects include interpersonal relationships, leadership style, organizational culture, and social support provided by coworkers and superiors. These factors play an important role in creating a work atmosphere that supports employee well-being.

Poor working environment, such as uncomfortable working conditions, lack of facilities, or less harmonious working relationships, can reduce job satisfaction and increase the risk of employee turnover. Therefore, companies need to ensure that the work environment created provides comfort and encourages employee morale.

## **CONCLUSION**

The results of this study indicate that work-life balance has a significant relationship with employee job satisfaction at PT Honda Sanggar Laut Palopo, and the work environment has a significant relationship with employee job satisfaction at PT Honda Sanggar Laut Palopo. A good work-life balance allows employees to manage the balance between work and personal life, thereby increasing job satisfaction. In addition, a comfortable and supportive work environment also plays

a role in improving employee welfare and performance. Therefore, companies need to implement appropriate management strategies to improve employee welfare in order to achieve more optimal productivity. Further research is expected to explore other factors that contribute to job satisfaction in order to provide a more comprehensive understanding.

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