

## **EFFECT OF WORK-LIFE BALANCE AND WORK ENVIRONMENT ON EMPLOYEE SATISFACTION (CASE STUDY IN A MANUFACTURING COMPANY IN THE CITY OF BANDUNG)**

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### **Abstract**

*This study aims to determine the effect of Work-Life Balance and Work Environment on Employee Job Satisfaction in a manufacturing company in Bandung. Moreover, this research analyzes the factor that has the most dominant influence between Work-Life Balance and Work Environment on Employee Job Satisfaction in a manufacturing company in the city of Bandung, the object of research as many as 60 employees using a questionnaire. Based on path analysis research, the work-life balance and work environment variables on job satisfaction in one of the manufacturing companies in the city of Bandung are declared valid. As for the conclusion, the suggestion from the results of this study is to pay attention to Work-Life Balance and Job Satisfaction to increase Employee Job Satisfaction.*

**Keywords:** *Work-Life Balance, Work Environment, Employee Job Satisfaction*

### **Abstrak**

Penelitian ini dilakukan dengan tujuan untuk mengetahui pengaruh Work-Life Balance dan Lingkungan Kerja terhadap Kepuasan Kerja Karyawan salah satu perusahaan manufaktur di Kota Bandung. Dan penelitian ini untuk menganalisis faktor yang paling dominan pengaruhnya antara Work-Life Balance dan Lingkungan Kerja terhadap Kepuasan Kerja Karyawan di salah satu perusahaan manufaktur di Kota Bandung, yang menjadi objek penelitian adalah sebanyak 60 orang karyawan dengan menggunakan koesioner. Berdasarkan penelitian dengan menggunakan analisis jalur, terlihat bahwa variabel work-life balance dan lingkungan kerja terhadap kepuasan kerja di salah satu perusahaan manufaktur di Kota Bandung dinyatakan valid. Adapun kesimpulan, saran-saran yang dapat dipertimbangkan sehubungan dengan hasil penelitian adalah memperhatikan Work-Life Balance dan Kepuasan Kerja guna meningkatkan Kepuasan Kerja Karyawan.

**Kata Kunci :** *Work-Life Balance, Lingkungan Kerja, Kepuasan Kerja Karyawan*

### **INTRODUCTION**

Human Resources (HR) is the most critical asset for every organization because the success of an organization can depend on its ability to manage its resources effectively and efficiently. (Sidharta, Sidik & Affandi, 2019) In this case, human resources are employees. Employees who are the source of success in achieving the organization's goals must, of course, have their needs met so that employees can provide reciprocity and satisfaction at work will also be

formed. (Hadian, Machmud & Sukmalana, (2021) Job satisfaction can be used as a benchmark to determine how employees feel about their work and company. Employees who feel satisfied with their work will generate a sense of employee loyalty to their company. Conversely, their job satisfaction can make employees uncomfortable and restless, and they tend to leave the company if their job satisfaction is not reasonable.

To improve the welfare of employees,

companies must always pay attention to the job satisfaction of their employees. Employee job satisfaction is essential for the success of a company because job satisfaction can be a measure of employee feelings towards work in the company. In addition, high job satisfaction will affect the company's productivity. If employees have high productivity, it will produce good performance and achievements for the company.

According to Fotiadis, Abdulrahman & Spyridou (2019), work-life balance is a way to find a balance between work and life and get a feeling of comfort and satisfaction with commitments to work and family.

Robbins, De Cenzo & Coulter (2016) state that "individuals who have family-friendly workplace support appear to be more satisfied on the job," meaning that individuals who have a family-friendly, supportive workplace seem more satisfied with their work jobs. Thus, work-life balance has a significant role in employee job satisfaction; individuals who feel engaged and find a balance between work and personal life appear more satisfied and comfortable with their jobs.

Suryadana & Sidharta (2019) stated that the work environment is all the physical elements of work, work psychology, and work rules that can affect job satisfaction and work activity. In addition, according to Machmud & Sidharta (2021), a good work environment can help increase employee job satisfaction because job satisfaction can be met by meeting employee needs. (Hadian, 2018; Juhana, 2019; Manik & Sidharta, 2017). Foster & Sidharta (2019) further explained that the work environment is

the atmosphere or conditions around the location where you work. The work environment can be in the form of rooms, layouts, facilities, infrastructure, and working relationships with co-workers. Suppose the work environment can create a comfortable atmosphere and provide calm. In that case, it will create a conducive working atmosphere, so that it can improve one's work results for the better, because working without interruption.

Thus, a comfortable and healthy work environment can improve employee performance and productivity, which will impact employee job satisfaction. (Hadian, 2019) On the contrary, if there is a bad work environment, employees will feel uncomfortable at work, so employees do not get the job satisfaction they want. It is not easy to achieve optimal results at work.

To find out and analyze the magnitude of the influence of work-life balance and work environment on employee job satisfaction in a manufacturing company in Bandung.

## **METHOD**

This study aims to see the effect of Work-Life Balance and Work Environment on Employee Job Satisfaction in a manufacturing company in Bandung. The method used in this study is quantitative. The quantitative method is an inductive, objective, and scientific research method in which the data is in the form of numbers (scores, values) or statements using statistical analysis.

Measurement of the variable dimensions of work-life balance uses the dimensions put forward by Greenhaus in Yustini (2021: 64),

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including Time Balance, Role Balance, and Satisfaction Balance. Work environment variables use dimensions from Anita, Tjitrosuranto & Setyohadi (2021), including Physical Work Environment and Non-Physical Work Environment. At the same time, job satisfaction uses the Job Description Index (JDI) measurement. Researchers distributed research instruments to employees who worked in one of the manufacturing companies with as many as 60 employees.

Furthermore, in determining specific samples using quantitative methods and data collection using research instruments to test the hypothesis on research objectives and using a quantitative method because, in this study, the data is in the form of numbers and requires calculations to process the data. Therefore the quantitative method is the correct method to measure this research with path analysis techniques.

## RESULT AND DISCUSSION

### Validity and Reliability Test

The validity test's purpose is to measure a questionnaire's validity or validity. The questionnaire is valid if the statements on the questionnaire can reveal something that measures the questionnaire. Validity test to compare the value of  $r$  count with the  $r$  table.

A measuring instrument is reliable if its measurements are consistent and accurately accurate. Therefore, the instrument reliability test aims to determine the instrument's consistency as a measuring tool so that the measurement results are valid. A reliable

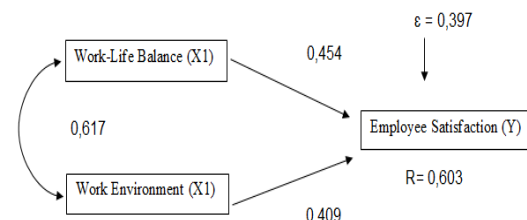
variable is if it has a Cronbach Alpha number  $>$  0.60.

Table 1. Validity and Reliability Test

X1		X2		X3	
Item	Correlation	Item	Correlation	Item	Correlation
1	<b>0,453</b>	1	<b>0,432</b>	1	<b>0,577</b>
2	<b>0,382</b>	2	<b>0,420</b>	2	<b>0,640</b>
3	<b>0,307</b>	3	<b>0,315</b>	3	<b>0,761</b>
4	<b>0,358</b>	4	<b>0,475</b>	4	<b>0,556</b>
5	<b>0,345</b>	5	<b>0,340</b>	5	<b>0,578</b>
6	<b>0,625</b>	6	<b>0,455</b>	6	<b>0,508</b>
7	<b>0,444</b>	7	<b>0,576</b>	7	<b>0,407</b>
8	<b>0,574</b>	8	<b>0,602</b>	8	<b>0,453</b>
9	<b>0,501</b>	9	<b>0,521</b>	9	<b>0,500</b>
10	<b>0,683</b>	10	<b>0,448</b>	10	<b>0,724</b>
11	<b>0,630</b>	11	<b>0,420</b>	11	<b>0,536</b>
12	<b>0,473</b>	12	<b>0,502</b>	12	<b>0,659</b>
Reliability					
<b>Cronbach Alpha</b>					
X1	0,826				
X2	0,808				
X3	0,880				

Based on table 1, all items in the research variables are valid with the reliability test.

Based on the results of the path analysis calculation shows:



Based on figure 1, the work-life balance variable (X1) has a direct effect of 0.206 and an indirect effect through its relationship with the work environment (X2) of 0.115, so the total effect is 0.321.

The work environment variable (X2) has a direct effect of 0.167 and an indirect effect through its relationship with work-life balance (X1) of 0.115, so the total effect is 0.282.

The results of calculating the coefficient of determination ( $R^2$ ) in percentage illustrate the

magnitude of the contribution of all independent variables, namely Work-Life Balance (X1) and Work Environment (X2), in determining variations in Job Satisfaction (Y) which is 0.603 or 60.3%.

Meanwhile, other variables influencing job satisfaction have a value of  $P_yC = 0.397$  or 39.7%.

The results of the calculation of the coefficient of determination ( $R^2$ ) are in percentages describing the magnitude of the contribution of all independent variables, namely Work-Life Balance (X1) and Work Environment (X2) in determining variations in Job Satisfaction (Y) which is 0.603 or 60.3%

Meanwhile, other variable factors that influence job satisfaction in one of the manufacturing companies in the city of Bandung are indicated by the value of  $P_yC = 0.397$  or 39.7%.

Job satisfaction focuses on personal feelings about the balance and working conditions in the organization. Each individual has a different level of satisfaction, and course factors influence employee job satisfaction. Employees' sense of fairness can shape affective behavior (Hadian, Manik, Hardiyana, Yusup, Sidharta & Coenraad, 2022) and impact employee commitment and job satisfaction. (Lambert, Keena, Leone, May & Haynes, 2020)

In line with Taheri, Miah & Kamaruzzaman (2020), employee behavior towards work related to working conditions between employees, reciprocity received at work, and physical and psychological factors will result in job satisfaction. Work environment and psychological factors to get a balance in work and family can influence each other.

Then the results of previous research from Aliya & Saragih (2020) stated that work-life balance and work environment significantly influence job satisfaction.

From the above opinion, it is clear that work-life balance and work environment greatly influence an employee's job satisfaction. Therefore, it is appropriate for companies to pay attention to the work-life balance and work environment that employees get so they will always feel satisfied.

## CONCLUSIONS

Research and data processing results show that the variable work-life balance and work environment influence job satisfaction. The effect of work-life balance on job satisfaction is the dominant variable because it has the most substantial influence.

Based on the research results of the work-life balance variable, there is a dimension with the lowest value, namely indicators regarding the management of rest time and time management for other activities. Therefore, companies need to pay attention to the balance of employee time, especially regarding hours of entry, hours of rest, and hours of return which are more flexible and according to the needs of their employees so that they can manage their time very well.

Based on the results of research on work environment variables, there is a dimension that has the lowest value, namely indicators regarding noise and temperature in the workplace. Therefore, companies need to pay attention to the non-physical environment, especially regarding noise and temperature in the work space. Employees need a work space

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with good silence to increase employee concentration at work, then the company can add air conditioning in each employee's work space so that the temperature remains good to increase focus at work.

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