

## The Influence Of Work Life Balance And Work Environment On Employee Job Satisfaction Of PT. Sucofindo Makassar Branch

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Article Info	ABSTRACT
<p><b>Keywords:</b> Work Life Balance, Work Environment, Job Satisfaction.</p>	<p>PT Sucofindo Makassar branch is one of the state-owned companies tasked with encouraging the development of the national industry and supporting various sectors in meeting applicable standards and regulations. The problem that occurs is the increase in employee turnover and the level of employee absenteeism that has not reached perfect numbers. Good job satisfaction can be supported by work-life balance and a good work environment. There are many factors that can affect employee performance results, namely the lack of satisfaction provided by the company. The purpose of this research is to determine the conditions of Work-Life Balance, Work Environment, and Job Satisfaction of Employees as well as to understand the influence of Work-Life Balance and Work Environment on Employee Job Satisfaction at PT Sucofindo Makassar Branch. This research was conducted using a descriptive causal technique with a quantitative approach. The population studied consisted of employees of PT Sucofindo Makassar branch. A sample of 97 employees was selected using probability sampling with simple random sampling. Data was collected through questionnaires distributed to all employees of PT Sucofindo Makassar branch. The data was processed using a quantitative approach through descriptive analysis, classical assumption tests, and multiple linear regression analysis. Based on the calculations of descriptive statistical analysis, the results show that respondents rated the work-life balance, work environment, and job satisfaction in the "very high" category. Hypothesis testing indicated that work-life balance has a positive and significant effect on employee job satisfaction. The work environment also has a positive and significant effect on employee job satisfaction. Furthermore, work-life balance and the work environment together have a positive and significant impact on employee job satisfaction with a value of 57%.</p>
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### INTRODUCTION

Humans always play an active and dominant role in every organizational activity because humans are planners, doers and determinants in the realization of organizational goals Hasibuan (2021). The success of an organization is also greatly influenced by its ability to manage resources, including Human Resources (HR) which is a significant asset of great value (Prasetio dkk., 2021). The use of resources is also considered a key element to improve

social conditions in a company (Wahyuningtyas dkk., 2023). Salah satu kunci strateginya ialah sumber daya manusia. The success of a company is highly dependent on the productivity of human resources supported by commitment, integrity, and professionalism in its character and attitude (Mangkunegara, 2017). Often problems arise due to ineffective human resource management, which will have an impact on low employee performance.

Indra & Rialmi (2022) Employees are the driving force of the company because the existence of the company itself depends on the people involved in it. Therefore, companies are required to have quality human resources to improve the performance of the company. However, the company's performance will be difficult to realize if there are employees who do not have good performance so it will be difficult to produce good work.

To increase employee productivity, companies need to pay attention to employee emotional factors. A positive emotional state of employees will make employees feel happy and motivated at work. This is called employee job satisfaction. Priansa (2017) said that job satisfaction is the employee's feelings towards his or her job, whether satisfactory or unsatisfactory. Satisfied employees will feel happy with their work, so they will do it with full motivation. Job satisfaction is always synonymous with employees who have high compensation or income, but that is not entirely true, because job satisfaction far exceeds the employee's own interest in the compensation or income obtained.

If an organization has employees and is satisfied with their job satisfaction, then the company will retain them because the employees have a high level of job motivation and job satisfaction. Menurut Harahap & Khair (2019) High job satisfaction will be achieved if the factors that cause job satisfaction are well available. Job satisfaction is not a stand-alone variable, but is influenced by factors both from within the company and from the employees themselves. One of the concerns of PT Sucofindo Makassar Branch on job satisfaction is to monitor employee *turnover* data .

Muizu & Priansa (2022), said that most theories state that changing jobs is the result of employees' dissatisfaction with their jobs. Employees who don't like the work they do will look for another place to work. The more satisfied the employee is with his or her job, the less likely the employee will think about quitting his job. Based on the results of an interview with HRD from PT Sucofindo Makassar Branch, he said that most employees who resign have a reason to be closer to their families.

The fluctuation in the employee turnover rate shows that there is a phenomenon that Sucofindo needs to pay attention to, to avoid a decrease in work output and not achieving the company's targets. Citing the results of research from Dewi (2022) shows that there is one factor that affects employee job satisfaction, this factor is *work life balance*. Harke, (2022) said that *work-life balance* is a very important factor for each employee so that employees have a balanced quality of life between family and work. His research revealed that there was a positive influence of *work-life balance* of 91.2% on job satisfaction.

Muizu & Priansa (2022) said that *the work-life balance* or balance between personal life and work life of employees can be seen from the level of attendance. Employees often cannot come to the office for family reasons. With *the work-life balance* implemented by the company, employees will be more organized in managing the interests of the company and

the interests of their families. Muliawati & Triyana (2020) There are three impacts of employee job satisfaction levels, namely productivity or performance, absenteeism or *turnover*, and also health.

Based on the results of an interview with HRD from PT Sucofindo Makassar Branch, he said that most of the employees who work at PT Sucofindo stated that working there is fun because there is enough working time and personal time. Plenty of time for personal life that isn't distracted by work. But in fact, the attendance rate at PT Sucofindo is unstable and is still in the imperfect category because there are still many employees who are not present to do work in the office. Although the company implements a salary deduction system for those who are late or absent, not many of the employees still do not care about the problem.

Based on the results of the author's survey when doing internships, often employees do not go home on time where many employees do their work until the evening. It proves that time for personal or family life will be reduced. Therefore, the company must take serious steps related to this problem so that employee satisfaction and company performance will continue to increase and in accordance with the company's vision and mission.

Many factors affect job satisfaction, and one of the factors that affects job satisfaction is the work environment. This was shown in the previous ASN Cooperative Service research Irma & Yusuf (2020) Irma & Yusuf (2020) . Aliya & Saragih (2020) shows that work-life balance and work environment have a positive and significant effect on employee job satisfaction at PT Telkom Telkom Regional III Division West Java.

Aoliso & Lao (2018) Job satisfaction reflects the employee's feelings about the form of happy or unhappy, comfortable or uncomfortable attitude towards the work environment where the employee works. The form of satisfaction will be seen from the attitude, employees tend to show a positive or negative attitude that they feel. Employee job satisfaction is dynamic which means it can change at any time. Employees may experience dissatisfaction in their work environment, but after improvements by the company employees will feel satisfied. Therefore, companies are required to always innovate in creating a comfortable working environment for their employees.

A good working environment is reflected in how well employees perform their duties optimally, comfortably, safely and healthily. Thus, productivity and efficiency in doing work will increase. According to Thamira (2022) The work environment is divided into two parts, namely the physical work environment and the non-physical work environment. The physical work environment can affect the morale of employees, for example such as lighting, air circulation, noise, unpleasant odors, layout and safety. Meanwhile, a non-physical work environment is a condition where good relationships and work attachments between superiors, colleagues or subordinates Sedarmayanti (2017).

The non-physical work environment is very important, where Sucofindo pays enough attention, for example by holding spiritual flushes in the form of monthly routine recitations, employee recreation, and increasing understanding of the company's values. But for now, there are several employees who have moved to the workplace due to room renovation. According to the internal party, the renovation is quite disruptive to the work carried out because they use machines that have noise levels. This proves that for now, satisfaction and

concentration in doing work are slightly disturbed. Although the company repairs the office space for comfort and builds a new atmosphere for employees, for a while employees feel disturbed and ineffective in doing their work. Based on the description and explanation above, the author is interested in conducting research in the preparation of a thesis entitled "The Influence of *Work Life Balance* and Work Environment on Employee Job Satisfaction of PT Sucofindo Makassar Branch".

## METHODS

### Type of Research

Based on the purpose of the research, this research is a descriptive research. Descriptive research according to Sekaran & Bougie (2017) is a method or way that explains something as it is that provides a clear picture of the situation in the field. Based on the type of investigation, this research is causal (causal relationship). According to Sugiyono (2022) Causal relationship is a causal relationship where in this method there are independent variables (influencing variables) and dependent variables (influencing variables). This research was carried out without intervening in the data, the data obtained and processed in this study had been agreed beforehand, so that this research was carried out without interfering with the data and the researcher processed the data without causing loss or inconvenience to certain parties. As well as citation data taken from previous research for reference, the author writes the name of the source in each sentence used. This research was conducted individually, where the data came from the internal data of PT Sucofindo Makassar Branch. In this study, based on the implementation time, cross section is used.

### Types of Variables

*The variables in this study consist of independent variables and dependent variables.*

1. Independent variables are variables that affect or variables that cause changes/occurrences of dependent (bound) variables. Both those that affect positively and negatively. In this study, the independent variables used are *Work Life Balance* (X1) and Work Environment (X2).
2. Dependent variables are variables that are influenced or variables that are consequential due to the existence of independent variables. In this study, the dependent variable used is Job Satisfaction (Y).

### Population

The population in this study is 128 people, namely employees who work at the office of PT Sucofindo Makassar Branch.

### Sample

The population in this study is 128 people, namely employees of PT Sucofindo Makassar Branch. The sampling technique used in this study is probability sampling. Sugiyono (2022) said that probability sampling is a sampling technique by providing the same probability for each element of the population to be selected as a sample member in the study. Sampling techniques include simple random sampling, proportionate stratified random sampling, disproportionate stratified random, sampling area (cluster) sampling (sampling by region/region).

### Data Collection

The data collection technique carried out in this study is using primary data where the researcher distributes questionnaires and also uses secondary data.

1. Validity Test

According to Sugiyono (2022) Sekaran & Bougie (2017) Sekaran & Bougie (2017).

2. Reliability Test

According to Sugiyono (2022) Reliability refers to the consistency of results obtained by the same person if the same test is repeated at different times, but the items tested are the same even though the test conditions are different.

### Data Analysis Techniques

#### Descriptive Analysis

This study uses descriptive analysis to describe the variables of *Work Life Balance* (X1), *Work Environment* (X2), and *Job Satisfaction* (Y).

#### Classical Assumption Test

1. Normality Test

The researcher used a normality test using the Kolmogorov-Smirnov method. Rochaety dkk., (2019) says that the normality test can be carried out with the Kolmogorov-Smirnov test, which means:

- a. If the significant value  $> 0.05$  then the distributed data is normal.
- b. If the significant value  $< 0.05$ , then the data is not normally distributed.

2. Heteroscedasticity Test

According to Ghozali (2018) The Glejser test can be done by seeing whether independent variables with statistically significant values can affect dependent variables with absolute values. If the sig value  $< 0.05$ , heteroscedasticity occurs, and if the sig value  $> 0.05$ , then heteroscedasticity does not occur.

3. Multicollinearity Test

Sujarweni (2020) said that the multicollinearity test aims to avoid habits in the decision-making process about the influence of the partial *Jl* of each independent variable on the dependent variable. If there are:

- a. The similarity between independent variables will result in a very strong correlation.
- b. If the VIF results produce numbers between 1-10 then there is no multicollinearity.

## RESULTS AND DISCUSSION

### Classical Assumption Test

#### Normality Test

To find out whether a data in the regression model can be said to be normal, it can be known through the Kolmogorov Smirnov Test (K-S). It can be seen from the Kolmogorov Smirnov value that it is more than 0.05, which means that the residual data is distributed normally. The results of the normality test are as follows:

**Table 1.** Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		97
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.17884280
Most Extreme Differences	Absolute	.045
	Positive	.045
	Negative	-.040
Test Statistic		.045
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source : Researcher Processed Data, 2024

Based on the results of the normality test with the Kolmogorov smirnov test in Table 1 above, a significance result of 0.200 was obtained. The normality test using the Kolmogrof-Smirnov test has a test criterion if the significance is  $> 0.05$  then the data is normally distributed, on the other hand, if the signfinisity is  $< 0.05$  then the data is not normally distributed (Rochaety dkk., 2019). Because the significance results are  $0.200 > 0.05$ , it can be concluded that the data in this study are distributed normally.

### Multicollinearity Test

The multicollinearity test is designed to test whether the regression model finds a correlation between independent (free) variables. A good Regression model should not have correlations between independent variables. If a regression model occurs multicollinearity, it can cause high variables in the sample, so that the standard value of error becomes high. This will cause the coefficient in the t-count test to be lower or smaller than the t-table which means there will be no linear relationship between the independent variable and the bound variable. Multicollinearity in regression can be seen from the value of Inflation Factor Variance (VIF) and tolerance value. Where if the VIF value is  $< 10$  and the tolerance value  $> 0.1$ , the regression model is good or multicollinearity does not occur. Here is the table:

**Table 2.** Multicollinearity Test Results

Model	Coefficients <sup>a</sup>						Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients		T	Sig.	Tolerance	VIF
	B	Std. Error	Beta					
1 (Constant)	27.045	3.146			8.597	.000		
Work Life Balance	.105	.043	.207		2.434	.017	.633	1.581
Work Environment	.362	.050	.612		7.193	.000	.633	1.581

a. Dependent Variable: Job Satisfaction

Source : Researcher Processed Data, 2024



From table 2 above, it can be seen that the tolerance value of the *Work Life Balance* variable is 0.633 which is greater than 0.10 and the *Tolerance and Variance Inflation Factor* (VIF) value of the *Work Life Balance* variable is 1.581 which is less than 10. For the *Work Environment* variable, the tolerance value is 0.633 which is greater than 0.10 and the VIF value of 1.581 is less than 10. This shows that the two independent variables of this study have a tolerance value greater than 0.1 and a VIF value less than 10, which means that the regression model does not occur multicollinearity or no correlation between variables is found.

### Heteroscedasticity Test

The heteroscedasticity test was carried out to find out whether the regression model was free from heteroscedasticity problems or not, the heteroscedasticity test used in this study used the glacier test with the rule that if the sig > 0.05 then the model was free from heteroscedasticity problems. Table 3 displays the results of the heteroscedasticity test.

**Table 3.** Heteroscedasticity Test Results

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	-.440	1.924		-.229	.819
Work Life Balance	-.003	.026	-.014	-.108	.914
Lingkungan Kerja	.019	.031	.082	.632	.529

a. Dependent Variable: Abs\_Res

Source : Researcher Processed Data, 2024

Based on the results of the heteroscedasticity test with the glacier test in Table 3 above, the significance results on the variable significance value of the *Work Life Balance* variable are  $0.914 > 0.05$ , so that the *Work Life Balance* is concluded that there is no heteroscedasticity. The significance value of the work environment variable is  $0.529 > 0.05$ , so that the work environment is free from heteroscedasticity. Based on these results, it can be concluded that all independent variables in this study were free or did not occur heteroscedasticity and met the requirements of the classical assumption test.

### Multiple Linear Regression Analysis

(Sujarweni, 2020) (Sujarweni, 2020) *work life balance* dan lingkungan kerja terhadap kepuasan kerja. Berikut adalah hasil analisis regresi linear berganda yang akan dijelaskan pada tabel 4.

**Table 4.** Multiple Linear Regression Test Results

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	27.045	3.146		8.597	.000
Work Life Balance	.105	.043	.207	2.434	.017
Work Environment	.362	.050	.612	7.193	.000

a. Dependent Variable: Kepuasan Kerja

Source : Researcher Processed Data, 2024

Based on the results of data processing in table 4. a constant value of 27.045 was obtained, with a work *life balance coefficient* value of 0.105 and a work environment coefficient value of 0.362. So that the multiple linear regression equation can be formed as follows:

$$Y = 27,045 + 0,105X_1 + 0,362X_2 + e$$

Based on the results of the multiple linear regression test above, it can be interpreted as follows:

1. Constant ( $\alpha$ ) = 27.045 which means that if the value of the independent variables *Work Life Balance* () and *Work Environment* () is 0, then the magnitude of the dependent variable *Job Satisfaction* () is 27.045. $X_1X_2Y$
2. The value of the regression coefficient of the independent variable *work life balance*  $X_1(b_1) = 0.105$ , meaning that if *Work Life Balance* () has a positive effect on *Job Satisfaction* (), and if the  $X_1Y$  *work life balance* variable increases by one unit and the other variable is constant, then *Job Satisfaction* () increases by 0.105. This shows that *Y the work-life balance* variable contributes positively to the job satisfaction of employees of PT Sucofindo Makassar Branch.
3. The value of the regression coefficient of the independent variable of the work environment = 0.362, meaning that if the *Work Environment* () has a positive effect on *Job Satisfaction* (), and if the *Work Environment* variable increases by one unit and the other variable is constant, then *Job Satisfaction* () increases by 0.362. This shows that a good work environment variable contributes positively to job satisfaction, so that if the work environment is positive and good, it will further increase the job satisfaction of employees of PT Sucofindo Makassar Branch. $X_2(b_2)X_2YY$

### Uji Hipotesis

#### Partial Test (T-Test)

According to (Sujarweni, 2020) The T test is a test of individual partial regression coefficients used with the aim of finding out whether independent variables (X) individually affect dependent variables (Y). The results of the T Test in this study can be seen in the following table:

**Table 5.** T Test Results

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	27.045	3.146		8.597	.000
Work Life Balance	.105	.043	.207	2.434	.017
Work Environment	.362	.050	.612	7.193	.000

a. Dependent Variable: Job Satisfaction

Source : Researcher Processed Data, 2024

Based on theory (Sujarweni, 2020) Hypothesis decision-making criteria are:

Hipotesis 1:

Ho1 : There is no effect between *work-life balance* on the job satisfaction of employees of PT Sucofindo Makassar Branch.



Ha1: There is an influence between *work-life balance* and job satisfaction of employees of PT Sucofindo Makassar Branch.

Hipotesis 2:

Ho2 : There is no influence between the work environment and the job satisfaction of employees of PT Sucofindo Makassar Branch

Ha2 : There is an influence between the work environment and the job satisfaction of employees of PT Sucofindo Makassar Branch.

If Sig > 0.05 then Ho is accepted. If Sig < 0.05 then Ho is rejected or If t counts < t table then Ho is accepted Ha is rejected. If t counts > t table, then Ho is rejected Ha is accepted.

#### 1. The Effect of Work-Life Balance on Job Satisfaction

Based on table 5 above, the value for the  $t_{hitung}$  *work life balance* (X1) variable is 2.434. By then comparing the value of the table t from the calculation  $df=(n-k-1)$  or  $(97-2-1)$ , then 94 with a significance of 0.05 is obtained of 1.661. If t counts > t table, then there is a significant influence between X1 and Y, and vice versa, if t counts < t table, then there is no significant influence between X1 and Y, in this t count = 2.434 > t table = 1.661. This means that there is a positive and significant influence between *work life balance* and employee job satisfaction.

Furthermore, it is also seen that the probability value of t, namely sig. is 0.017 while the significant level of  $\alpha$  previously determined is 0.05, then the sig value is 0.017 < 0.05, which means that Ho1 is rejected and Ha1 is accepted. So it can be concluded that there is a partial influence between *work-life balance* on the job satisfaction of employees of PT Sucofindo Makassar Branch.

#### 2. The Effect of Work Environment on Job Satisfaction

Based on table 5 above, the  $t_{hitung}$  value for the work environment variable (X2) is 7.193. By then comparing the value of the table t from the calculation  $df=(n-k-1)$  or  $(97-2-1)$ , then 94 with a significance of 0.05 is obtained of 1.661. If t counts > t table, then there is a significant influence between X2 and Y, and vice versa, if t counts < t table, then there is no significant influence between X2 and Y, in this t count = 7.193 > t table = 1.661. This means that there is a positive and significant influence between the work environment and employee job satisfaction.

Furthermore, it is also seen that the probability value of t, namely sig. is 0.000 while the significant level of  $\alpha$  previously determined is 0.05, then the value of sig is 0.000 < 0.05, which means that Ho2 is rejected and Ha2 is accepted. Therefore, it can be concluded that there is a partial influence between the work environment and the job satisfaction of employees of PT Sucofindo Makassar Branch.

### Simultaneous Test (Test F)

According to (Sujarweni, 2020) the F test is a test of the significance of the equation used to find out how much influence all independent variables (*Work Life Balance* and *Work Environment*) together on the non-independent variable (*Job Satisfaction*). The results of the F test of this study can be seen in the following table:

**Table 6.** Test Result F

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	177.006	2	88.503	62.359	.000 <sup>b</sup>
	Residual	133.408	94	1.419		
	Total	310.414	96			

a. Dependent Variable: Job Satisfaction  
b. Predictors: (Constant), Work Environment, Work Life Balance

Source : Researcher Processed Data, 2024

Hipotesis 1:

Ho1: There is no joint effect between *work-life balance* and work environment on the job satisfaction of employees of PT Sucofindo Makassar branch.

Ha1: There is a joint influence between *work-life balance* and the work environment on the job satisfaction of employees of PT Sucofindo Makassar branch.

If Sig > 0.05 then Ho is accepted. If Sig < 0.05 then Ho is rejected but F counts < F table then Ho is accepted. F counts > F table then Ho is rejected.

Based on table 6, it can be seen that the significance value is 0.000 and F is calculated as 62.359, the significance value is less than 0.05, meaning that Ho1 is rejected and Ha1 is accepted. Based on the F table, with the formula  $dk = n - k - 1$  ( $97 - 2 - 1 = 94$ ), f table 3.94 is obtained. where k is the number of independent variables, n is the number of samples, F counts > F table which is 62.359 greater than 3.94. That is, Ho1 is rejected and Ha1 is accepted. So it can be concluded that there is a joint influence between work-life balance and the work environment on employee job satisfaction.

Furthermore, it can also be seen that the probability value of f, namely the sig is 0.000, while the  $\alpha$  significance level that was previously set is 0.05, then the value of the sig is 0.000 < 0.05, so that Ho1 is rejected, this means that there is a positive and significant influence between *work-life balance* and the work environment on employee job satisfaction.

#### Coefficient of Determination Test

The determination coefficient is used to find out the percentage of change in the Y variable caused by variable X, the larger it is, the higher the percentage of change in the Y variable caused by the X variable and vice versa, if it is smaller, the lower the percentage of change in the Y variable caused by the X variable.  $R^2$

**Table 7.** Determination Coefficient Test

Results					
Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.755 <sup>a</sup>	.570	.561	1.19132	

a. Predictors: (Constant), Work Environment, Work Life Balance  
b. Dependent Variable: Job Satisfaction

Sumber : Data Olahan Peneliti, 2024

Based on the results of the coefficient test above, the calculation result from the formula  $KP = x \times 100\%$  is  $0.570 \times 100\% = 57\%$ . This percentage means that in PT Sucofindo Makassar Branch the independent variables *R<sup>2</sup> Work Life Balance* (X1) and Work Environment (X2) have an influence of 57% on Job Satisfaction (Y). While the remaining 43% was influenced by other factors that were not explained in this study. With a score of 57%, it can be seen that *work-life balance* and work environment have a strong influence on the job satisfaction of employees of PT Sucofindo Makassar Branch.

## Discussion of Research Results

### Work Life Balance (X1)

The results of the descriptive analysis on Work Life Balance as a whole are included in the very high category. This is evidenced by the overall value obtained by the Work Life Balance (X1) variable, which is 86.22%. The score if it is in the continuum line in figure 4.6 is included in the very high category. This shows that employees of PT Sucofindo Makassar Branch have good management of work-life balance and personal life.

The Work Life Balance variable consists of four chapters or dimensions, namely Work Interference with Personal Life (The extent to which work can change the employee's life), Personal Life Interference with Work (The extent to which the employee's life can hinder the work life), Personal Life Enhancement of Work (The extent to which personal life can increase the performance of the individual as a person at work), and Work Enhancement of Personal Life (The extent to which work can improve the quality of employees' personal lives). Of the 4 dimensions that received the highest score, Work Enhancement of Personal Life (The extent to which work can improve the quality of employees' personal life) which has a percentage of 88.35%. This shows that the influence of work at PT Sucofindo Makassar branch can improve the quality of employees' personal lives. Meanwhile, the dimension with the lowest percentage is Personal Life Interference with Work (The extent to which an employee's life can hinder work life) with a percentage of 84.90%. This shows that PT Sucofindo Makassar branch employees have not been optimal in managing or balancing between personal life and work life.

### Work Environment Discussion (X2)

The results of the descriptive analysis of the overall Work Environment are included in the very high category. This is evidenced by the overall value obtained by the Work Environment variable (X2), which is 87.13%. The score if it is in the continuum line in figure 4.7 is included in the very high category. This shows that overall employees of PT Sucofindo Makassar branch have been able to manage a good work environment. The Work Environment Variable consists of two chapters or dimensions, namely the physical work environment and the non-physical work environment. Of the 2 dimensions that received the highest score, the physical work environment had a percentage of 87.60%. This shows that employees' needs for a physical work environment have been met. Meanwhile, the dimension with the lowest percentage is the non-physical work environment which has a percentage of 86.46%. This shows that PT Sucofindo Makassar branch needs to pay more attention to harmonious working relationships between employees and with superiors so that employees can provide good performance for the company.

### Discussion of Job Satisfaction Variables (Y)

The results of the descriptive analysis on Job Satisfaction (Y) as a whole were included in the very high category. This is evidenced by the overall score obtained by the Job Satisfaction (Y) variable, which is 87.63%. The score, if it is within the continuum line in figure 4.8, is included in the very high category, which means that the Job Satisfaction of Employees of PT Sucofindo Makassar Branch is good and has given satisfaction to its employees in carrying out their work. The Job Satisfaction variable consists of six sub or dimensions, namely the job itself, salary, promotion, boss, co-worker, and work environment. Of the 6 dimensions that received the highest score, the work environment dimension had a percentage of 92.79%. In the dimension of the work environment and in the statement indicators of the work facilities provided, it helped me in doing my work by obtaining a score of 94.85%. This shows that the working environment at PT Sucofindo's Makassar branch is good. Meanwhile, the dimension with the lowest percentage is the Boss dimension with a percentage of 83.61%. So, with this result, it can be interpreted that the boss has not fully provided the best for his employees where the employee has not fully felt the direction and guidance of the superior.

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

The results of the t-test (partial test) of the effect of *work-life balance* on employee job satisfaction obtained a t-calculated value (2.434) > t-table (1.661) with a significance value of  $0.000 < 0.05$  so that  $H_0$  was rejected and  $H_a$  was accepted. This means that there is a significant and positive influence of work-life balance on the job satisfaction of employees of PT Sucofindo Makassar branch. Things that affect job satisfaction come from many factors, one of which is *work-life balance* (Muizu & Priansa, 2022). Companies or employees who have a very good understanding of development related to *work-life balance*, can maintain the impact of employee job satisfaction so that it remains stable and tends to increase. If this is not understood, it will indirectly have a bad impact on the personal life of employees and the company. *Work-life balance* has a huge impact on personal life and work life because it is very important and must be managed properly. The results of this study are in line with previous research (S. P. Sari & Hasyim, 2022) which states that work-life balance has a positive and significant effect on the job satisfaction of PT Making Cikarangi employees. Other research was also conducted by (Dewi dkk., 2022) The results show that work-life balance has a positive effect on the job satisfaction of Millennial employees in Kamal Village, West Jakarta. (Sukur & Susanty, 2022) explained in his research that work life balance has a significant influence on employee job satisfaction at PT Mnc Investama Tbk.

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

The results of the t-test (partial test) of the influence of the work environment on employee job satisfaction obtained a t-count value (7.193) > t-table (1.661) with a significance value of  $0.000 < 0.05$  so that  $H_0$  was rejected and  $H_a$  was accepted. This means that there is a significant and positive influence of the work environment on the job satisfaction of employees of PT Sucofindo Makassar branch. Employees or companies that have an understanding of good work environment management can increase job satisfaction in employees. The results of this study are in line with previous research (Aoliso & Lao, 2018)

stated that the work environment has a positive influence on job satisfaction. Other research was also conducted by (Irma & Yusuf, 2020) which shows that the work environment has a positive and significant effect on job satisfaction at the Bima Regency Cooperatives and MSMEs Office. Dharmawan & Nugroho (2023) explained that the work environment has an influence on employee job satisfaction at PT Dhamar Tunggul Wulung Kota Kediri.

### **The Effect of Work-Life Balance and Work Environment on Job Satisfaction**

The results of the f test (simultaneous) in this study obtained a value of F count (62.359) > F table (3.94) and with a significance level of  $0.000 < 0.05$ . This shows that  $H_0$  was rejected and  $H_a$  was accepted, that there were significant variables of *work life balance* and work environment had a positive and significant effect simultaneously on job satisfaction with a contribution value of 62.35%. This means that if the implementation of *the work life balance program* is better and the work environment is supported in accordance with employee expectations, it can result in an increase in employee job satisfaction. The results of this study are in line with previous research by (Aliya & Saragih, 2020) stated that there is a significant influence between *work-life balance* and work environment on employee job satisfaction at PT Telkom Telkom Regional III Division West Java. Y. K. Sari (2020) conducted a study with the results of the research showing that *work-life balance* and work environment affect teachers' job satisfaction simultaneously at SMAN 3 Kediri. And research conducted by Larastrini & Adnyani (2019) having work environment results and work-life balance has a positive and significant influence on employee job satisfaction at Puri Raharja General Hospital.

### **CONCLUSION**

Based on the results of the research, analysis and data collection from the research that has been carried out by the author, this study aims to determine the influence of work life balance and work environment on the job satisfaction of employees of PT Sucofindo Makassar branch which has been explained in the previous chapter. So the conclusion that the author can draw is as follows: The Work Life Balance of employees of PT Sucofindo Makassar branch is in the "very high" category with a percentage of 86.22%. The *work life balance* variable showed that *work interference with personal life* obtained a percentage of 86.08%, *personal life interference with work* obtained a percentage of 84.90%, *personal life enhancement with work* obtained a percentage of 87.63%, and *work enhancement of personal life* obtained a percentage of 88.35%, which means that it is important for the company to be able to maintain, and even increase the *work-life balance* of employees to achieve maximum employee job satisfaction. Then the working environment of PT Sucofindo's Makassar branch employees is in the "very good" category with a percentage of 87.13%. The work environment variable shows that the physical work environment obtained a percentage of 87.50%, and the non-physical work environment obtained a percentage of 86.46%, which means that the company must maintain the physical work environment and even improve, and improve what is lacking from the non-physical work environment. Furthermore, the job satisfaction of PT Sucofindo Makassar branch employees is in the "very good" category with a percentage of 87.63%. The job satisfaction variable showed that the job itself obtained a



percentage of 91.34%, salary obtained a percentage of 87.32%, promotion obtained a percentage of 84.05%, superiors obtained a percentage of 83.61%, colleagues obtained a percentage of 86.71%, and the work environment obtained a percentage of 92.79% which means that employee job satisfaction is very good and must be maintained. Hypothesis testing shows that there is a positive and significant influence of *Work Life Balance* on Employee Job Satisfaction of PT Sucofindo Makassar branch. So that the better *the work-life balance*, the better the employee's job satisfaction. Hypothesis testing shows that there is a positive and significant influence of the Work Environment on Employee Job Satisfaction of PT Sucofindo Makassar branch. So that the better the work environment, the better the job satisfaction of employees. Hypothesis testing shows that *Work Life Balance* and Work Environment have a positive and significant effect simultaneously on Employee Job Satisfaction of PT Sucofindo Makassar branch. The magnitude of the influence of work-life balance and work environment on job satisfaction is 57% while the remaining 43% is influenced by other variables.

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