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DESCRIPTIVE OF QUANTITATIVE DATA | SUPPLEMENTARY

The Influence Of Work-Life Balance And Work Environment On Employee Job Satisfaction At PT Bank Tabungan Negara Tbk Bintaro Jaya Branch

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Abstract: Job satisfaction is an attitude and a sense of fulfillment that employees feel towards their jobs, which arises from the company's ability to meet all employee needs adequately. Employee job satisfaction is an essential component of human resource organizations and serves as a benchmark that companies need to improve to foster trust in the organization and ensure peak performance. This is also the case with PT Bank Tabungan Negara Tbk Bintaro Jaya Branch, which has experienced suboptimal work-life balance and work environment conditions, causing employees to feel uncomfortable in their jobs. This study aims to analyze the influence of work-life balance and work environment in enhancing job satisfaction among employees at PT Bank Tabungan Negara Tbk Bintaro Jaya. A sample size of 53 respondents was taken using a non-probability sampling technique with a saturated sample method. This research employs a quantitative method with data analysis conducted using multiple linear regression analysis with the assistance of SPSS version 25.0. The results show that work-life balance has a positive and significant effect on job satisfaction, and the work environment also has a positive and significant effect on job satisfaction.

Keywords: Work Life Balance, Work Environment, Job Satisfaction

1. INTRODUCTION

As a fundamental foundation in building a successful company, human resource management (HRM) is crucial. Therefore, it is essential to manage human resources (HR) effectively to contribute optimally. To achieve the company's objectives, continuous and sustainable improvement of HR quality is necessary. Employee job satisfaction is one of the critical issues considered. This is because job satisfaction is highly valued for overall business operations. Furthermore, job satisfaction among employees fosters a sense of trust in the organization and ensures peak performance, as work attitudes correlate with job satisfaction (Halim & Yusianto, 2023). In addition to motivating employees to perform their best, companies must also consider the working environment of their employees. Aside from the workplace, one of the most important aspects of a job is ensuring that employees have a healthy work-life balance. Ensuring that employees maintain an ideal work-life balance is as important as providing a comfortable working environment.

A comfortable working environment and a good work-life balance create a sense of comfort and happiness at work, while also increasing loyalty to the company or organization. Nowadays, maintaining a quality life with a proper work-life balance is a crucial factor for all employees, which is why many companies and organizations implement work-life balance programs. Work-life balance is the most important aspect that companies and organizations must consider when creating policies to maintain work quality and employee engagement. Often, employees recognize the importance of work-life balance and desire more flexible working arrangements so that they can work without neglecting their personal lives.

The office of PT. Bank Tabungan Negara (BTN) Bintaro Jaya is one of the branches of BTN, which is a state-owned enterprise (BUMN) in the banking sector. Currently, the company is also facing human resource (HR) issues, including the suboptimal work-life balance, resulting in employees frequently bringing home office tasks. This leads to problems such as neglecting household life due to work and disrupting the balance of leisure time with family. In terms of the work environment, the

physical work environment at BTN is considered satisfactory, with good lighting, pleasant fragrances in every room, and proper cleanliness, noise levels, and air circulation. However, the non-physical environment is deemed less optimal, as communication between employees and colleagues often experiences miscommunication during work. Additionally, in relationships between superiors and subordinates, there is a fundamental suspicion that management or superiors may favor one employee over another, leading to perceptions of unfairness. Based on this discomfort, the work environment experienced by employees could result in decreased job satisfaction. Furthermore, employees often complain of boredom due to monotonous work. These work-related disruptions ultimately affect employee job satisfaction.

2. LITERATURE REVIEW

Work-life balance, according to Greenhaus in Prianggono (2023), is the extent to which a person is happy in their position and able to contribute both inside and outside the office. Work-life balance is described by Moorhead as a person's ability to manage work as well as personal and family obligations. Conversely, work-life balance is the length of time a person maintains a relationship without creating conflict between work and family life. According to Nafis and Chan (2020), the factors that influence work-life balance include: 1). Personality quality, 2). Family dynamics, 3). Job features, and 4). Social life.

As for the work environment, Nitisemito in Nabila (2023) defines it as everything that affects an employee's ability to complete work responsibilities, including the surroundings, cleanliness, and other factors. Every company must strive to provide a good work environment for its employees because it can affect their work. According to Panjaitan (2018), factors that influence the work environment include: 1). Employee relationships, 2). Workplace noise levels, 3). Work regulations, 4). Lighting, 5). Air circulation, and 6). Safety.

Employee job satisfaction is related to positive or negative emotional states associated with the rewards received, working conditions, and good cooperation between managers and employees. Overall, an employee's job satisfaction reflects the comparison between the rewards received and the rewards expected and accepted. Job satisfaction is closely related to fairness, psychological adjustment, and motivation theories as it indicates the alignment of individual expectations and rewards provided by the job. An individual's agreement to perform a job they enjoy results in job satisfaction or carrying out tasks or activities that meet their needs. According to Locke in Idrus (2022), job satisfaction is a positive and pleasant emotional state closely related to an individual's job, which is derived from an evaluation of one's work experiences and workplace.

Job satisfaction is an individual's overall feeling about their job and various aspects of the job, and it is the result of insight and evaluation of the job, leading to specific actions. According to Akhyadi 2015 in Sinaga (2019), there are three factors that influence job satisfaction: 1). Factors related to the employee, which include age, gender, tenure, personality, dependency, ambition, and mental ability. 2). Factors influenced by the company, including salary, opportunities for advancement, job security, and supervision. 3). Factors related to the job itself, including working conditions, skills, relationships with colleagues, job location, and the job itself.

Research conducted by Pratama and Setiadi (2021) concluded that work interferes with personal life. Stress in the workplace is caused by a lack of balance between personal life, both at work and outside of work. Meanwhile, according to Rulianti and Nurpribadi (2023), it is evident that job satisfaction is influenced by career and work environment. Based on their research findings, employee job satisfaction can be improved by enhancing the work environment within a company. The workplace environment has a significant impact on employee productivity levels. An employee with a strong desire to work for a company is likely to be able to develop their career and work more effectively. Therefore, the hypotheses in this study are formulated as follows:

H1: It is suspected that there is an influence between work-life balance and employee job satisfaction at PT Bank Tabungan Negara Tbk Bintaro Jaya Branch.

H2: It is suspected that there is an influence between the work environment and employee job satisfaction at PT Bank Tabungan Negara Tbk Bintaro Jaya Branch.

H3: It is suspected that there is an influence between work-life balance and the work environment on employee job satisfaction at PT Bank Tabungan Negara Tbk Bintaro Jaya Branch.

3. RESEARCH DESIGN AND METHOD

This research uses a quantitative technique with a descriptive strategy. The population used in this study consists of all 53 employees of PT Bank Tabungan Negara Tbk Bintaro Jaya Branch. The sampling method employed is non-probability sampling, which is a sampling technique that does not give every member of the population an equal opportunity to be selected as a sample, using a saturated sampling technique since the population is less than 100 respondents (Arikunto, 2012:104). Data collection was conducted using a questionnaire by distributing a list of questions or statements directly to the employees of PT Bank Tabungan Negara Tbk Bintaro Jaya Branch. The questionnaire uses a Likert scale with scores ranging from 1 to 5 to obtain discrete numerical data, where each response is assigned a score or value. The research model used in this study is a regression analysis model, with the proposed hypothesis tested using the Multiple Linear Regression technique, employing the SPSS 25.0 statistical software.

4. RESULT AND DISCUSSION

A. Validity and Reliability Test

Table 1. Validity Test Work Life Balance

Work-life Balance Variable	Person Correlation (R count)	R table (α= 5%)	Results
Work-life Balance 1	0.553	0.270	Valid
Work-life Balance 2	0.671	0.270	Valid
Work-life Balance 3	0.589	0.270	Valid
Work-life Balance 4	0.603	0.270	Valid
Work-life Balance 5	0.593	0.270	Valid
Work-life Balance 6	0.493	0.270	Valid
Work-life Balance 7	0.120	0.270	Invalid
Work-life Balance 8	0.315	0.270	Valid
Work-life Balance 9	0.432	0.270	Valid
Work-life Balance 10	0.356	0.270	Valid
Work-life Balance 11	0.360	0.270	Valid
Work-life Balance 12	0.414	0.270	Valid
Work-life Balance 13	0.351	0.270	Valid
Work-life Balance 14	0.421	0.270	Valid

Table 2. Validity Test Work Environment

Work Environment Variables	Person Correlation (R count)	R table (α= 5%)	Results
Work Environment 1	0.657	0.270	Valid
Work Environment 2	0.605	0.270	Valid
Work Environment 3	0.647	0.270	Valid
Work Environment 4	0.639	0.270	Valid
Work Environment 5	0.702	0.270	Valid
Work Environment 6	0.372	0.270	Valid
Work Environment 7	0.805	0.270	Valid
Work Environment 8	0.712	0.270	Valid
Work Environment 9	0.621	0.270	Valid
Work Environment 10	0.371	0.270	Valid
Work Environment 11	0.857	0.270	Valid

Table 3. Validity Test Job Satisfaction

Job Satisfaction Variables	Person Correlation (R count)	R table (α= 5%)	Results
Job Satisfaction 1	0.477	0.270	Valid
Job Satisfaction 2	0.508	0.270	Valid
Job Satisfaction 3	0.494	0.270	Valid
Job Satisfaction 4	0.274	0.270	Valid

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Job Satisfaction Variables	*Person Correlation* (R count)	R table (α= 5%)	Results
Job Satisfaction 5	0.563	0.270	Valid
Job Satisfaction 6	0.374	0.270	Valid
Job Satisfaction 7	0.301	0.270	Valid
Job Satisfaction 8	0.277	0.270	Valid
Job Satisfaction 9	0.324	0.270	Valid
Job Satisfaction 10	0.093	0.270	Invalid
Job Satisfaction 11	0.319	0.270	Valid
Job Satisfaction 12	0.272	0.270	Valid
Job Satisfaction 13	0.006	0.270	Invalid
Job Satisfaction 14	0.435	0.270	Valid
Job Satisfaction 15	0.436	0.270	Valid
Job Satisfaction 16	0.405	0.270	Valid
Job Satisfaction 17	0.274	0.270	Valid
Job Satisfaction 18	0.336	0.270	Valid
Job Satisfaction 19	0.270	0.270	Valid

From the analysis results, it can be seen that all variables consisting of 44 questionnaire items (questions or statements) were tested for validity, and the Pearson correlation (calculated R value) obtained was mostly higher than the R table value. Thus, in this study, the data for the job satisfaction variable is considered valid.

Next, a reliability test was conducted on the variables. The reliability test was performed using the Cronbach's alpha (α) statistical test, with the criterion that a variable is considered reliable if the Cronbach's alpha (α) value > 0.60. The following are the results of the reliability test of the data in this study:

Table 4. Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.827	44

In the table above, the Cronbach's alpha (α) value is shown to be .827 or 0.827, which means it is above 0.60. This indicates that all the 44 items in the questions or statements used in this study are considered reliable or consistent and are suitable for use.

B. Normality Test

The normality test is conducted to determine whether the independent and dependent variables in a regression model are normally distributed or not. The statistical test used to determine normality is the Kolmogorov-Smirnov test, with a significance level > 0.05, where the data distribution is considered normal. In this study, the significance value in the Kolmogorov-Smirnov test was .200 or 0.200, which is above 0.05. Therefore, it can be concluded that the regression model in this study is normally distributed.

C. Multiple Linear Regression Analysis

Table 5. Multiple Linear Regression Analysis

	Coefficientsa					
	Unstandardized Coefficients		Standardized Coefficients			
Model	B	Std. Error	Beta	t	Sig.	
1 (Constant)	43,402	5,999		7.235	.000	
Work life	.276	.121	.299	2.273	.027	
Environment	.311	.119	.344	2.616	.012	
a. Dependent Variable: Job Satisfaction						

The multiple linear regression equation above can be interpreted as follows:

1. The constant value (α) has a positive value of 43.402, with a positive sign indicating a direct relationship between the independent variables and the dependent variable. This means that if all

the independent variables, consisting of work-life balance and the work environment, are at 0 percent or experience no change, the job satisfaction value will be 43.402.

2. The regression coefficient for the work-life balance variable has a positive value of 0.276, meaning that if work-life balance increases by 1%, job satisfaction will increase by 0.276, assuming other independent variables remain constant. The positive sign indicates a direct influence between the independent and dependent variables. The work-life balance variable has a t-value of 2.273, which is greater than the t-table value of 2.008, with a significance level of 0.027, which is smaller than 0.05. This means that the hypothesis (Ha) is accepted, indicating that in this study, the work-life balance variable has a significant partial effect on employee job satisfaction at BTN Bintaro Jaya Branch.

3. The regression coefficient for the work environment variable has a positive value of 0.311, indicating that if the work environment improves by 1%, job satisfaction will increase by 0.311, regardless of the other independent variables. The positive sign indicates a direct influence between the independent and dependent variables. The work environment variable has a t-value of 2.616, which is greater than the t-table value of 2.008, with a significance level of 0.012, which is smaller than 0.05. This means that the hypothesis (Ha) is accepted, indicating that in this study, the work environment variable has a significant partial effect on employee job satisfaction at BTN Bintaro Jaya Branch.

Table 6. Simultaneous Test Results (F Test)

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	425,558	2	212,779	10,624	.000b
Residual	1001.423	50	20,028		
Total	1426.981	52			

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

Based on Table above, the F-value result is 10.624, which is greater than the F-table value of 3.180, with a significance level of 0.000, which is smaller than 0.05. This indicates that, simultaneously, the variables work-life balance and work environment have an influence on employee job satisfaction at BTN Bintaro Jaya Branch.

Table 7. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.545a	.598	.270	4.475

a. Predictors: (Constant), Lingkungan Kerja, Work-Life Balance

Based on the data in Table above, it can be seen that the R Square value is 0.598 or 59.8%. This means that 59.8% of the variation in employee job satisfaction can be explained or interpreted by the work-life balance and work environment variables. The remaining 40.2% is influenced by other factors or aspects not explained in this study.

5. CONCLUSIONS

Based on the results of data analysis testing, hypothesis testing, and the previous discussion, the conclusion drawn from this study is that employee job satisfaction at PT Bank Tabungan Negara Tbk Bintaro Jaya Branch is influenced by work-life balance. This indicates that employee job satisfaction is affected by their own experiences with work-life balance. Employee job satisfaction at PT Bank Tabungan Negara Tbk Bintaro Jaya Branch is also highly influenced by the work environment. This implies that employee job satisfaction will increase in line with the quality of the work environment at PT Bank Tabungan Negara Tbk Bintaro Jaya Branch. On the other hand, an unsatisfactory work environment will result in unhappy employees. Work-life balance and the work environment both have

an effect on employee job satisfaction at PT Bank Tabungan Negara Tbk Bintaro Jaya Branch. This means that a favorable work-life balance and a conducive work environment will have a positive impact on job satisfaction. The better the work-life balance and work environment experienced by employees, the higher their level of job satisfaction.

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