

# THE EFFECT OF WORK-LIFE BALANCE, EMPLOYEE ENGAGEMENT, AND WORK MOTIVATION ON JOB SATISFACTION AMONG EMPLOYEES OF PT. MEDAN SUGAR INDUSTRY

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## ABSTRACT

This study aims to determine the effect of work-life balance, employee engagement, and work motivation on job satisfaction among employees of PT. Medan Sugar Industry. This study uses primary data obtained from responses to a series of statements in the form of a questionnaire administered to 75 employees. The sample in this study was determined using the Slovin method, which was applied to employees of PT. Medan Sugar Industry. This study used multiple linear regression analysis. Based on the results of the partial testing, work-life balance had a partial effect on job satisfaction, employee engagement had a partial effect on job satisfaction, and work motivation had a partial effect on job satisfaction among employees of PT. Medan Sugar Industry. The results showed that the three variables, namely work-life balance, employee engagement, and work motivation, partially and simultaneously had a positive and significant effect on employee job satisfaction. The t-value for work-life balance was  $6.986 > 1.66691$  with a significance of  $0.000 < 0.05$ , which means that this variable has a significant effect on job satisfaction. The coefficient of determination (Adjusted R<sup>2</sup>) value of 0.800 indicates that 80% of the variation in job satisfaction is explained by these three variables, while the remaining 20% is influenced by factors outside the scope of this study.

**Keywords:** *Work Life Balance, Employee Engagement, Work Motivation and Job Satisfaction in Employees*

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## I. INTRODUCTION

An organization is a group of two or more people who work together to achieve common goals. As organizations become increasingly aware of the importance of Human Resource Management (HRM) in their structure, they require management expertise to organize the division of tasks and authority among human resources. The importance of human resources within an organization stems from the fact that human resources play a role as the driving force of the organization. Therefore, organizations that want to function optimally must be able to manage their human resources well so that they can work together synergistically to achieve the organization's goals.

Job satisfaction can be one of the factors that can improve employee performance, which is an indication of an employee's feelings towards their work, which is the employee's response to their work. This explains that job satisfaction can be defined as people's attitudes and feelings about their work. Positive and negative attitudes towards work indicate job satisfaction. An organization is a group of two or more people who work together and collaborate to achieve common goals. As organizations become increasingly aware of the importance of Human Resource Management (HRM) in their structure, they require management science to regulate the division of tasks and authority of human resources.

The importance of human resources within an organization stems from the fact that human resources play a role as the driving force behind the organization. Therefore, organizations that want to function optimally must be able to manage their human resources well so that they can work together synergistically to achieve the organization's goals. Job satisfaction can be one of the factors that can improve employee performance, which is an indication of an employee's feelings towards their work, which is the employee's response to their work.

This explains that job satisfaction can be defined as people's attitudes and feelings about their work. Positive and negative attitudes toward work indicate job satisfaction. If employee satisfaction levels are high, this indicates lower levels of conflict within the family or, in other words, a high level of work-life balance



(Armstrong et al., 2015). Organizations/companies must also pay attention to employees, one of which is in terms of employee job satisfaction. If a company neglects job satisfaction by not appreciating employees or making them uncomfortable, it can cause employees to be unable to develop their full potential and not be able to concentrate fully on their work.

## **II. LITERATURE REVIEW**

### **Definition of Job Satisfaction**

Job satisfaction is an employee's attitude toward their job in relation to the work situation, cooperation among employees, compensation received at work, and matters related to physical and psychological factors. This attitude toward work is the result of a number of specific individual attitudes toward factors in the workplace, individual adjustment, and individual social relationships outside of work, which give rise to an individual's general attitude toward the work they face.

According to Afandi (2018), job satisfaction is a positive attitude of workers, including feelings and behavior towards their work, through the assessment of one's job as a sense of appreciation in achieving one of the important values of work. Meanwhile, according to Nuraini (2015), job satisfaction is an activity that is enjoyed at work and results in praise, good work results, placement, treatment, equipment, and a good work environment. Employees who prefer to enjoy job satisfaction at work will prioritize work over compensation, even though compensation is important.

### **Definition of Work Life Balance**

According to Suyekti (2019:2), work-life balance is defined as a measure of equal involvement or connection in various roles in a person's life. According to Kurnia and Widigdo (2021:13), work-life balance is defined as a balance between work and personal life for each individual who has equal responsibilities in both areas.

Azim and Halawani (2020:170) reveal that the concept of work-life balance is built on the perception that work and personal life complement each other and run comprehensively in creating balance in the life of each individual. Natakusumah (2022:136) states that work-life balance is a balance between work and personal life where each employee has an equal commitment to both.



### **Definition of Employee Engagement**

According to Siahaan (2020:3), Employee Engagement is defined as a relationship that indicates employee attachment to the values established within an institution. According to Sunhadi, et al (2020:77), Employee Engagement can also be defined as the manifestation of employee attachment at a certain emotional level within an institution. According to Cintani & Noviansyah (2020:37), Employee Engagement is a voluntary or non-coercive manifestation of employees that serves as a benchmark in institutional activities, whether in terms of promotion, purchasing, or investment.

Nurjanah (2021:7) explains that employee engagement in each employee will certainly contribute to their performance level. Therefore, if employees have a strong sense of involvement in their work, the organization's goals will be easier to achieve. Employee engagement is a psychological condition in which individuals feel connected, committed, and actively involved in their work and organizational goals. According to Albrecht (in the *Betta Lavena journal*, 2024), Employee Engagement is a state in which employees are psychologically involved in their work and provide high energy, ability, and enthusiasm in completing their tasks.

### **Definition of Work Motivation**

Motivation is a force that drives people to act or behave in certain ways. Motivation refers to the causes of behavior, such as the factors that encourage or discourage someone from doing something. Motivation can be defined as the desire to achieve higher status, power, and recognition for each individual. Motivation can be seen as the basis for achieving success in various aspects of life through improved abilities and willingness.

## **III. METHODS**

This research approach uses associative and quantitative methods. Associative research is research that seeks to examine how a variable is related or connected to other variables, or whether a variable is influenced by other variables. The reason for choosing associative research as the research method is because it is used to examine data that shows the influence between two or more variables (Juliandi, Irfan, &

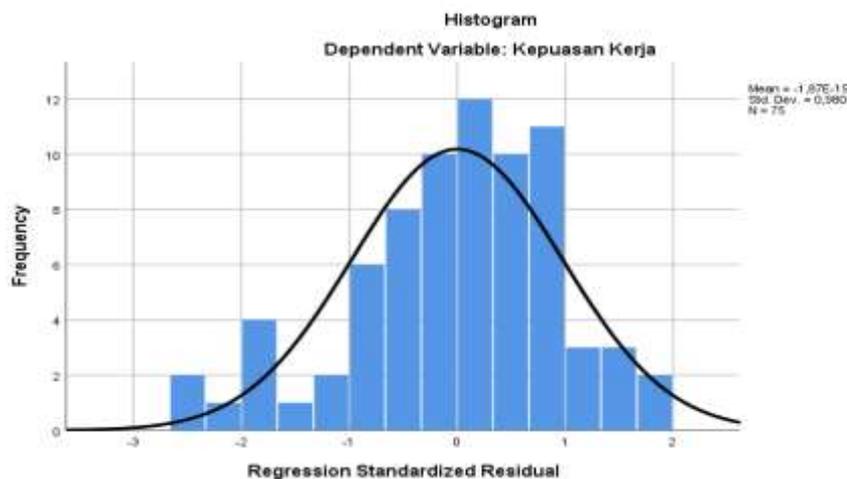


Manurung, 2015). The quantitative research method is a research method based on the philosophy of positivism, used to examine a specific population or sample, with sampling techniques generally carried out randomly. This method is called the quantitative method because the research data consists of numbers and the analysis uses statistics (Sugiyono, 2016).

## IV. RESULTS

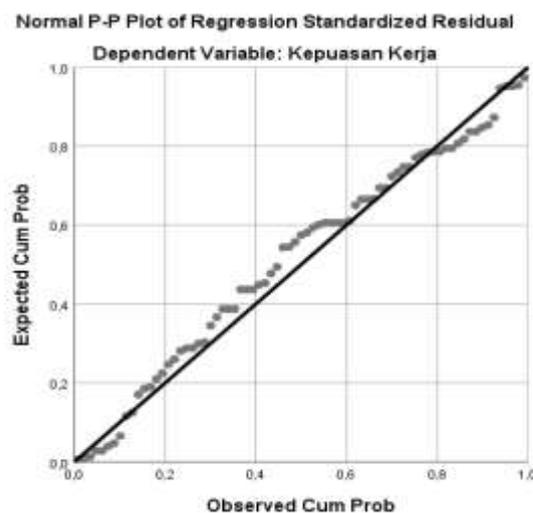
### 1. Normality Test

#### a. Histogram Approach



According to the criteria for testing normal distribution, the above data can be said to be normally distributed because the distribution of the data is neither skewed to the left nor skewed to the right.

#### b. Normal Graphical Approach P-P Plot



In the graphical approach, data is normally distributed if the points follow the data along the diagonal line in the figure above.

## 2. Multicollinearity Test

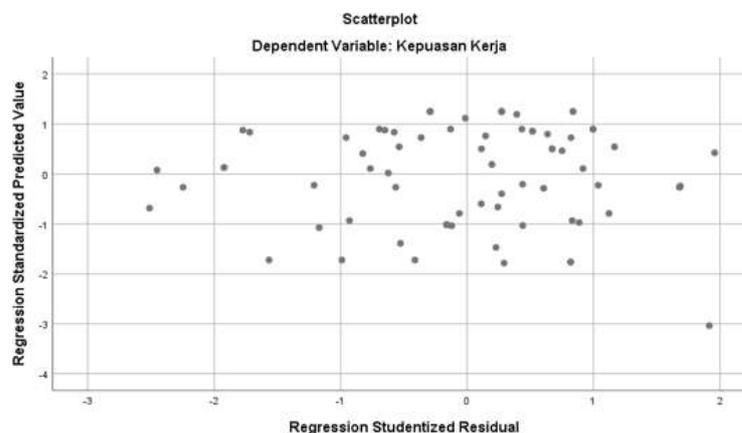
### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6,553	2,200		2,979	,004		
	Work Life Balance	1,285	,184	,845	6,986	,000	,184	5,421
	Employee Engagement	2,074	,153	,659	4,485	,029	,185	5,418
	Employee Work Motivation	1,095	,379	,150	2,888	,005	,994	1,006

A. Dependent Variable: Job Satisfaction

Since the tolerance value is above 0.1 and the VIF is below 10 for Work-Life Balance, Employee Engagement, and Employee Work Motivation, there is no multicollinearity. Thus, this study is free from one of the classical assumption deviations, namely the multicollinearity test.

## 3. Heteroscedasticity Test



The image above shows points scattered randomly without forming a specific pattern. They are clearly scattered above and below zero on the Y-axis, which means that there is no heteroscedasticity in the regression model, making the regression model suitable for use with both independent and dependent variables.

## Hypothesis Test Results

### t-test (Partial Test)

To determine the extent to which an independent variable affects a dependent variable, a t-test will be performed. If sig is less than 5%, then the independent variable has a significant effect. If it is greater, then the independent variable does not have a



significant effect on the dependent variable. The t-test is performed by comparing the significance of t-count with the following conditions:

- a) If  $t_{count} < t_{table}$  at  $\alpha 0.05$ , then H1 is rejected.
- b) If  $t_{count} > t_{table}$  at  $\alpha 0.05$ , then H1 is accepted.

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
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1	(Constant)	4,553	2,200		2,979	,004		
	Work Life Balance	1,285	,184	,845	6,986	,000	,184	5,421
	Employee Engagement	2,074	,153	,659	4,485	,029	,185	5,418
	Motivasi Kerja Karyawan	1,095	,379	,150	2,888	,005	,994	1,006

A. Dependent Variable: Kepuasan Kerja

This t-test criterion was conducted at a level of  $\alpha = 5\%$ , with degrees of freedom ( $df$ ) =  $75-4-1 = 70$ . Thus, the t-table value obtained was  $t(0.05;85) = 1.66691$ .

1. Based on the results of the partial test of Work Life Balance on Job Satisfaction, the calculated t-value is  $6.986 > 1.66691$  and has a significance value of  $0.000 < 0.05$ . Based on the decision-making criteria, it can be concluded that H1 is accepted, indicating that there is a positive and significant effect of Work-Life Balance on Job Satisfaction at PT. Medan Sugar Industry.
2. Based on the results of the partial test of Employee Engagement on Job Satisfaction, a t-value of  $4.485 > 1.66691$  was obtained, with a significance level of  $0.029 < 0.05$ . Based on the decision-making criteria, it can be concluded that H2 is accepted, indicating that there is a positive and significant effect between Employee Engagement and Job Satisfaction at PT. Medan Sugar Industry.
3. Based on the results of the partial test of Employee Motivation on Job Satisfaction, the calculated t-value is  $2.888 > 1.66691$  and has a significance level of  $0.006 < 0.05$ . Based on the decision-making criteria, it can be concluded that H3 is accepted, indicating that there is a positive and significant influence between Employee Work Motivation and Job Satisfaction at PT. Medan Sugar Industry.

### F-test (simultaneous)

The F test is a test used to examine whether the independent variables have a combined effect on the dependent variable. If the significance level of F is less than 5%, then the independent variables have a significant combined effect, and conversely, if the significance level of F is greater than 5%, then the independent variables have no significant effect.

#### Anova<sup>a</sup>

Model		Sum Of Squares	Df	Mean Square	F	Sig.
1	Regression	974,915	3	324,972	99,870	,000 <sup>b</sup>
	Residual	231,031	71	3,254		
	Total	1205,947	74			

A. Dependent Variable: Job Satisfaction

B. Predictors: (Constant), Employee Work Motivation, Employee Engagement, Work-Life Balance

From the F-test table above, a calculated f value of 99.870 was obtained, indicating a significance of 0.000b. This illustrates the variables of Work-Life Balance, Employee Engagement, and Employee Work Motivation on the dependent variable (Employee Satisfaction) by following the significance level of 0.05 and occurring below 0.05 (0.000). From the appendix, it is obtained that  $F_{table\ 75-4} = 71$ . When compared to the  $F_{table}$  value,  $F_{count} > F_{table}$ , or  $99.870 > 3.98$ . Thus, it can be concluded that all independent variables, namely Work Life Balance, Employee Engagement, and Employee Work Motivation, simultaneously affect the dependent variable (Employee Satisfaction) at PT. Medan Sugar Industry.

### Coefficient of Determination ( $R^2$ )

The coefficient of determination ( $R^2$ ) essentially regulates how much variation in the dependent variable is explained. The coefficient of determination value ranges from 0 to 1. A small  $R^2$  value indicates that the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict the variation in the dependent variable. The data in this study will be processed using the SPSS 25.0 program. The hypothesis in this study is influenced by the significant value of the coefficient of the variable concerned after testing.

$R^2 = r^2 \times 100\%$ , where:

$R^2$ : Coefficient of determination

$r^2$ : Coefficient of independent variable with dependent variable.



**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error Of The Estimate
1	,899 <sup>a</sup>	,808	,800	1,80387

A. Predictors: (Constant), Motivasi Kerja Karyawan, Employee

Engagement , Work Life Balance

B. Dependent Variable: Kepuasan Kerja

According to the table, the Adjusted R Square value of 0.800 indicates that the correlation or influence between the variables of Work Life Balance, Employee Engagement, and Employee Work Motivation has an effect on the dependent variable (Employee Satisfaction). The results of this study prove that the Adjusted R Square value is 0.800, which means that 80% of Employee Satisfaction can be explained by independent variables, while the remaining 20% is explained by other independent variables not examined in this study.

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

Based on the results of partial testing of Work Life Balance on Job Satisfaction, a t-value of  $6.986 > 1.66691$  was obtained, with a significance level of  $0.000 < 0.05$ . Based on the decision-making criteria, it can be concluded that H1 is accepted, indicating that there is a positive and significant effect of Work Life Balance on Job Satisfaction at PT. Medan Sugar Industry.

Work-life balance, as a concept that describes the balance between an individual's work responsibilities and personal life, has become an important focus in studies of organizational behavior and human resource management. Job satisfaction, on the other hand, reflects employees' positive feelings or attitudes toward their work. Understanding how work-life balance affects job satisfaction is critical for organizations to create a healthy work environment and improve employee well-being.

Several studies show a positive and significant relationship between work-life balance and job satisfaction. This means that when employees feel they can effectively manage the demands of their work and personal lives, they tend to experience higher levels of job satisfaction. Chaeria (2024) explicitly states that work-life balance has a positive and significant effect on employee job satisfaction.



## **B. The Effect of Employee Engagement on Job Satisfaction**

Based on the results of partial testing of Employee Engagement on Job Satisfaction, a t-value of  $4.485 > 1.66691$  was obtained, with a significance level of  $0.029 < 0.05$ . Based on the decision-making criteria, it can be concluded that H2 is accepted, indicating that there is a positive and significant influence of Employee Engagement on Job Satisfaction at PT. Medan Sugar Industry.

Employee Engagement, which reflects the level of attachment, enthusiasm, and involvement of employees with their work and organization, has been recognized as an important factor in determining job satisfaction. Job satisfaction itself is a positive attitude or feeling of employees towards their work. Understanding how Employee Engagement affects job satisfaction is crucial for organizations in their efforts to improve employee morale, productivity, and retention. Several studies have shown a positive and significant relationship between Employee Engagement and job satisfaction.

This research is in line with studies by Chaeria (2024) and Putri & Hermiati (2023), which explicitly state that employee engagement has a positive and significant effect on job satisfaction. This indicates that when employees feel involved, enthusiastic, and connected to their work, they tend to experience higher levels of job satisfaction.

## **C. The Effect of Work Motivation on Job Satisfaction**

Based on the results of partial testing of Employee Work Motivation on Job Satisfaction, a t-value of  $2.888 > 1.66691$  was obtained, with a significance level of  $0.006 < 0.05$ . Based on the decision-making criteria, it can be concluded that H3 is accepted, indicating that there is a positive and significant effect between Employee Work Motivation and Job Satisfaction at PT. Medan Sugar Industry.

Work motivation, which reflects the internal and external drives that encourage employees to do their jobs, has long been considered an important factor in determining job satisfaction. Job satisfaction itself is an employee's positive attitude or feeling towards their job. Understanding how work motivation affects job satisfaction is very important for organizations to create a motivating work environment, increase productivity, and retain valuable employees. Although many



studies confirm the positive relationship between work motivation and job satisfaction, there are also conflicting findings. The results of this study are also supported by previous research conducted by (Mappamiring, 2020) that work motivation affects employee job satisfaction.

#### **D. Work-Life Balance, Employee Engagement, and Employee Motivation Influence Employee Satisfaction.**

From the F-test table above (Table 5), the calculated F value is 99.870, indicating a significance level of 0.000b. This illustrates the variables of Work-Life Balance, Employee Engagement, and Employee Work Motivation on the dependent variable (Employee Satisfaction) by following the significance level of 0.05 and occurring below 0.05 (0.000). From the appendix, it is obtained that  $F_{table\ 75-4} = 71$ . When compared to the  $F_{table}$  value,  $F_{count} > F_{table}$ , or  $99.870 > 3.98$ . Thus, it can be concluded that all independent variables, namely Work Life Balance, Employee Engagement, and Employee Work Motivation, simultaneously affect the dependent variable (Employee Satisfaction) at PT. Medan Sugar Industry.

#### **V. CONCLUSION AND SUGGESTION**

This study discusses Work Life Balance, Employee Engagement, and Employee Work Motivation on Job Satisfaction at PT. Medan Sugar Industry with 75 respondents. According to the researcher, the results can be concluded as follows:

a. H1: Work-Life Balance has a positive and significant effect on Job Satisfaction, with a t-value of 6.986, which is greater than 1.66691, and a significance level of 0.000, which is less than 0.05. This finding shows that employees who are able to maintain a balance between work and personal life tend to feel more satisfied with their jobs. A good balance can reduce stress and increase happiness, which in turn contributes to higher job satisfaction.

b. H2: Employee Engagement has a positive and significant effect on Job Satisfaction, with a t-value of 4.485, which is greater than 1.66691, and a significance level of 0.029, which is less than 0.05. Employees who are actively engaged in their work, feel valued, and are committed to the company's goals tend to have higher levels of job satisfaction. This engagement creates a sense of belonging and responsibility, which contributes to a positive work experience.



c. H3: Employee Work Motivation has a positive and significant effect on Job Satisfaction, with a t-value of 2.888, which is greater than 1.66691, and a significance value of 0.006, which is less than 0.05. High work motivation encourages employees to work harder and achieve their goals. Employees who feel motivated tend to be more satisfied with their jobs because they see the results of their efforts and feel that they contribute significantly to the company's success.

d. H4: Work-life balance, employee engagement, and employee work motivation have a positive and significant effect on employee satisfaction, with a calculated F value of 99.870, which is greater than the F table value of 3.98. The simultaneous test shows that these three independent variables collectively contribute significantly to job satisfaction. This confirms the importance of a holistic approach in human resource management, where companies need to pay attention to all aspects that affect employee job satisfaction.

With an Adjusted R Square value of 0.800, this study shows that 80% of the variation in Job Satisfaction can be explained by the variables studied. These findings provide important insights for the management of PT. Medan Sugar Industry in formulating more effective strategies to improve employee job satisfaction. Therefore, the company is advised to develop programs that support Work Life Balance, increase Employee Engagement, and motivate employees, as well as consider demographic characteristics in human resource management policies.

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