

## THE INFLUENCE OF WORK-LIFE BALANCE AND WORK ENVIRONMENT ON EMPLOYEE JOB SATISFACTION AT BRI BANK PANAKUKKANG BRANCH OFFICE

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### **Abstract**

*This study aims to analyze the effect of work life balance and work environment on employee job satisfaction at Bank BRI Panakukkang Branch Office. In this study, the population studied amounted to 40 employees who were also sampled. The method used is a quantitative approach with multiple linear regression analysis, using Statistical Product and Service Solution (SPSS) software to analyze the data obtained. Data were collected through questionnaires distributed to respondents involved in this study. The analysis results obtained using the partial test (t test) show that the work life balance and work environment variables partially affect employee job satisfaction based on the value of t count > t table. In the simultaneous test (f test) the work life balance and work environment variables simultaneously have a significant effect on employee job satisfaction based on the value of f count > f table.*

**Keywords:** Work Life Balance, Work Environment, Job Satisfaction.

## INTRODUCTION

Every company that focuses on public service certainly expects consistent performance improvement. Currently, modernization and technology have become very important for improving the performance of company employees. However, performance improvement relies more on employees than just advanced equipment and technology.

In the current era of globalization, competition among businesses, both state-owned and private, is increasing along with the acceleration of global economic growth. The banking sector is one of the key players in development, especially in supporting business activities across all sectors. Banking plays a significant role in collecting public funds through savings, deposits, and current accounts, as well as providing funds through various types of credit and assisting with payment and financial transactions. With the advancement of technology and economic globalization, the role of banking is becoming increasingly developed and extensive. (Marpaung, 2021).

Bank Rakyat Indonesia (BRI) is one of the largest state-owned banks in Indonesia, having been in operation since 1846 and with many branches throughout Indonesia, making this bank well-known among the Indonesian public.

For the Makassar City area, there is 1 main branch office with 14 customer service offices covering the customer service offices in the Pettarani, Ratulangi, Pasar Butung, Bangara, Tellobaru, Petikemas, Antang, Boulevard, Hasanuddin, Unhas Tamalanrea, Dg. Tata, BTP, Baraya, and Somba Opu areas. (Barinong, 2022).

BRI not only serves individual banking needs but also plays an active role in national economic growth, particularly in empowering MSMEs. With an extensive network of offices and a variety of financial products and services, BRI continues to innovate to provide banking services and meet the increasingly diverse needs of its customers.

A company cannot possibly thrive without the presence of humans. Therefore, HR is someone who is ready, willing, and able to contribute to the effort of achieving the organization's goals. (the people who are ready; willing, and able to contribute to organizational goals) (Rival, 2009). In addition, human resources are one of the elements (inputs) that, along with other elements such as capital, materials, machinery, methods, and technology, are transformed into outputs in the form of goods or services through the management process. This helps the company to achieve its goals.

Human resource management is very important for the success of a company. The goal of human resource management is to provide the organization with an effective workforce unit to achieve the company's management objectives, such as

developing, utilizing, and maintaining employees in consistent quantity and quality. Because employees are unique individuals with various traits and attributes, such as emotions, intellect, and religiosity, organizations face the challenge of managing and coordinating the diverse traits possessed by employees. To achieve competitive advantage, they cultivate flexibility and creativity within a company. (Kristanti, 2023).

One of the factors that drive employees to perform well is job satisfaction, which is linked to an employee's attitude towards their workplace. (Runtu, 2022). According to Handoko (2020), job satisfaction refers to employees' attitudes towards their work as a means to achieve pleasant or unsatisfactory outcomes. Employees may feel comfortable in one area of the workplace but not in other areas. Workplace pressure is increasing as a result of evaluations related to increasingly difficult work situations. Employees who have an increasingly developed sense of purpose are more likely to enjoy their work compared to those who do not, thus they will perform their tasks well. (Indra, 2022).

Many companies today are implementing work-life balance programs to maintain employee quality and commitment. This is an important factor for every worker to have a balanced quality of life between their family activities and work. In making policies, companies or organizations must consider work-life balance. The quality and commitment of employees are maintained. It is not uncommon for employees today to realize the importance of maintaining a balance between work and personal life, so they prefer jobs that offer time flexibility, allowing them to work while preserving their personal lives. (Runtu, 2022).

Another factor that influences employee job satisfaction is the work environment. Employees' feelings of happiness or unhappiness, comfort or discomfort with the work environment in the office are examples of job satisfaction. As stated by (Afandi, 2016), facilities such as air ventilation, lighting, workplace cleanliness, and other amenities around the workplace can influence how employees perform their jobs. The company management must pay attention to the work environment in a company because it is the place where employees spend time working or resting.

This research was conducted at PT. Bank BRI Panakukkang Branch Makassar located at Jl. Letjen Hertasning No. 14, Makassar City, South Sulawesi. During the researcher's internship at Bank BRI Panakukkang Branch, it was observed that bank employees often work overtime, especially at the end of the month to meet targets. This makes it difficult for employees to manage time for family and personal activities. And the work environment in the bank is often very competitive, with pressure to always meet targets and inadequate facilities. This creates a work environment that is not conducive and makes employees feel burdened.

Employees are expected to work at their best to produce satisfactory work. Bank BRI Panakukkang Branch Office has 5 working days in a week (Monday-Friday) and working hours from 08:00 to 17:00. The high demands of the job lead many employees to work overtime to complete their tasks to the best of their ability and on time. When the end of the month arrives, the company conducts a closing, and on average, each employee spends time in the office until 10:00 PM or even later. This was observed by the researcher during an internship at Bank BRI Panakukkang Branch Office.

Based on the interview results, it was found that employees spend more time at the office, leaving them with less time to be with their families and engage in personal activities. Some employees are already satisfied with the facilities provided by the company, but some employees have not yet received complete facilities such as computers to meet their satisfaction. The presence of a fairly comfortable work environment and supportive colleagues certainly provides them with a sense of satisfaction. But this is not felt by some employees due to the competition to achieve the desired work targets. From the interview results, it was stated that some employees have not yet experienced work-life balance and various conditions in the work environment, which indicates a lack of satisfaction with the job itself.

From the various phenomena mentioned, they certainly impact employee job satisfaction, where if employees are satisfied with their work, the output produced comes from the positive aspect of balancing personal life and work. And if the work environment has support or appreciation from every employee, and from superiors to subordinates, as well as complete facilities that support the work, it will certainly provide personal satisfaction for employees to perform their jobs.

Job satisfaction encompasses various factors such as emotions and a person's behavioral tendencies. Disputes and internal conflicts do not only occur between coworkers, but also between employees and the company's management. Because each person in the company has various characteristics, attitudes, and behaviors that are different from one another. A good non-physical work environment is one that provides comfort and security for all employees. Therefore, human resource management must be able to formulate strategies to address various types of problems in order to create a conducive work environment.

Based on the previous background description, considering the importance of employee job satisfaction in achieving organizational goals, in-depth research is needed to measure and see the extent of the influence or impact of work-life balance and the employee work environment.

## RESEARCH METHOD

Research is "a method of discovering the truth conducted with critical thinking," according to Woody in (Arsyam, 2021). In general, research can be defined as a process of systematically and logically collecting and analyzing data to achieve specific objectives. Sugiyono (2019) states that research methods are scientific methods for collecting data for specific purposes and benefits.

The research method used is the quantitative research method, according to Sugiyono (2019), quantitative research is based on positivist philosophy and is used to investigate a specific population or sample. Data collection uses research instruments, data analysis is quantitative/statistical in nature, with the aim of testing the established hypothesis.

This research is descriptive and causal. Descriptive research examines the existence of the value of dependent (independent) variables or more (independent) without comparing or relating them to other variables. (Sugiyono, 2016). Causal research examines whether or not there is a relationship or influence of the independent variable on the dependent variable and to what extent the influence is. (Sugiyono, 2016).

Population is a generalization area consisting of objects or subjects that have certain qualities and attributes determined by the researcher to be studied, and then the researcher draws conclusions. (Sugiyono, 2016). The above opinion serves as one of the references for the author to determine the population. The population in this study consists of employees at the BRI Bank Panakukkang Branch Office, totaling 40 people.

The research sample is a small number within the population and is considered to represent it (Sugiyono, 2016). If the research population is less than 100, then the sample taken is the entire population; however, if the research population exceeds 100, the sample that can be taken is 10%-15% or 20%-25% of the population, according to Arikunto in (Amin, 2023). The employees at Bank BRI Panakukkang Branch Office number less than 100. Therefore, the sample in this study consists of the entire population of employees at the Bank BRI Panakukkang Branch, totaling 40 people. In this study, a sampling technique called "saturation sampling" is used to take samples from every member of the population, which often occurs in relatively small populations. Another term for a saturated sample is a census. Census is also used to take samples from every member of the population (Sugiyono, 2016).

## RESULT AND DISCUSSION

### 1. The influence of work-life balance on employee job satisfaction at Bank BRI Panakukkang Branch Office.

Work-life balance is how individuals can balance their lives between the demands of work and personal life. In this case, individuals are able to balance their energy, time, roles, and job satisfaction with their personal life. Work-life balance involves a person's ability to manage various life needs simultaneously, with a level of involvement that aligns with their dual role as an employee.

According to Greenhaus in (Wildiawanti, 2024), work-life balance is when a person balances their responsibilities at work and their responsibilities in the family or personal life.

The results of this study indicate that the work-life balance variable has a positive and significant impact on employee job satisfaction at Bank BRI Panakukkang Branch Office. This means that the higher the work-life balance indicators, the greater the employee job satisfaction will be. This is evidenced by the sig. value  $<$  alpha value, namely  $(0.000 < 0.005)$ . It can be said that work-life balance partially has a significant effect on employee job satisfaction. Next, it can be seen from the t-count result  $>$  t-table, which is  $(3.634 > 2.021)$ , meaning  $H_0$  is rejected and  $H_a$  is accepted. Thus, it can be concluded that work-life balance has a positive and significant impact on employee job satisfaction at Bank BRI Panakukkang Branch Office.

This is in line with the research conducted by Nabil Dzaky Mubarak (2021), which states that work-life balance simultaneously and significantly affects employee job satisfaction. This result is also supported by Syifa Fadilla, et al. (2022), who state that work-life balance has a positive and significant effect on employee job satisfaction.

### 2. The Influence of the Work Environment on Employee Job Satisfaction at Bank BRI Panakukkang Branch Office.

The work environment is a condition where someone performs a work activity effectively and efficiently, which influences employees both physically and non-physically, including relationships among employees and supervisors, and work facilities. With the creation of a conducive work environment that provides a sense of security and allows employees to work optimally, employees will certainly feel happy with their workplace.

According to Render and Heizer in (Winarsih W. A., 2020), the work environment is the place where employees work, which affects their performance, safety, and quality of work life.

The results of this study indicate that the work environment variable has a positive and significant impact on employee job satisfaction at Bank BRI Panakukkang Branch Office. This means that the higher the work environment indicators, the greater the employee job satisfaction will be. This is evidenced by the sig. value  $<$  alpha value, which is  $(0.000 < 0.005)$ . It can be said that the work environment partially has a significant effect on employee job satisfaction. Next, it can be seen from the results that t count  $>$  t table, namely  $(3.955 > 2.021)$ , which means  $H_0$  is rejected and  $H_a$  is

accepted. Thus, it can be concluded that the work environment has a positive and significant impact on employee job satisfaction at Bank BRI Panakukkang Branch Office.

This is in line with the research conducted by Muh. Ishar, et al. (2024) which states that the work environment significantly affects employee job satisfaction. This result is also supported by Ghinayati Rodhiyatu Aliya, et al. (2020), who stated that the work environment has a positive and significant effect on employee job satisfaction.

### **3. The Influence of Work-Life Balance and Work Environment on Employee Job Satisfaction at Bank BRI Panakukkang Branch Office.**

Job satisfaction, according to (Sutrino, 2019), is a complex emotional reaction caused by the drives, desires, demands, and expectations of employees towards their work. These emotional reactions are influenced by the realities perceived by employees, which result in feelings such as happiness, satisfaction, or dissatisfaction.

The results of the simultaneous test (F) show that the work-life balance variable (X1) and the work environment (X2) simultaneously have a significant effect on the job satisfaction variable (Y). This is evidenced by the calculated F value of 206.243 > table F value of 3.25, thus it can be concluded that  $H_a$  is accepted or in other words, work-life balance (X1) and work environment (X2) simultaneously affect job satisfaction (Y). If we look at the significant value of the F test, which is 0.000. Because the sig. value of 0.000 < 0.005, it can be concluded that the independent variables (X1 and X2) have a significant effect on the dependent variable (Y).

This is in line with the research conducted by Ghinayati Rodhiyatu Aliya, et al. (2020), which states that work-life balance has a positive effect on employee job satisfaction. This finding is also supported by Thamira Audina Rahmani, et al. (2022), who state that work-life balance and the work environment simultaneously have a significant effect on the variable of job satisfaction.

## **CONCLUSION**

Based on the results of the hypothesis test of this study using quantitative data processed with the SPSS application, it can be concluded that there is a significant and positive influence of work-life balance and work environment on employee job satisfaction at Bank BRI Panakukkang Branch Office. Furthermore, based on the coefficient of determination test, the work-life balance and work environment variables simultaneously influence the employee job satisfaction variable by 91.8%, while the remaining 8.2% is influenced by other unexamined variables. Thus, the higher the work-life balance and work environment of employees at Bank BRI Panakukkang Branch, the higher the level of employee job satisfaction at Bank BRI Panakukkang Branch.

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