



Influence of Work-Life Balance, Interpersonal Communication and Work Environment on Job Satisfaction Employee Cooperative PT Pupuk Sriwidjaja Palembang

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ABSTRACT

This study endeavors to ascertain the impact of work-life balance, interpersonal communication, and work environment on employee job satisfaction within the PT Pupuk Sriwidjaja Palembang employee cooperative. Employing quantitative methods and survey techniques, this research employs Multiple Linear Regression with SPSS software as the measurement tool. The sample for this study encompasses 40 respondents, who were purposively selected to ensure relevance. The respondents completed the questionnaire online. The research findings indicate that work-life balance, interpersonal communication, and the work environment exert a positive and significant influence on employee job satisfaction at the PT Pupuk Sriwidjaja Palembang employee cooperative, both collectively and individually.

1. INTRODUCTION

Work-life balance is a desire of many workers. The demand for fulfilling life's necessities forces many people to work harder to generate income that can help to support life's necessities. This actually has a negative impact on employees as workers who optimize their energy, time and thoughts for work. Various kinds of health problems threaten, fatigue, the emergence of stress and boredom, as well as irregular eating patterns have an impact on employee health. Apart from that, sometimes work still has to be finished on the weekend so that time spent together with family is reduced. This phenomenon makes life less quality, reduces a person's level of happiness, reduces enthusiasm for work so that ultimately it can reduce the level of employee job satisfaction.

Moore (2007) explains that work-life balance is a situation where employees feel that they can balance work and commitments outside of work. The balance between each employee's personal and work life can influence mood, focus of thoughts and actions (Gustina, 2022). Work-life balance is needed to be able to create a balance between personal and work life. However, implementing work-life balance requires support from the company. If employees can balance their personal and work lives, then employees can feel happy and enthusiastic about completing their responsibilities within the company (Angin & Saragih, 2021).

Work-life balance can support and motivate individuals in daily life and from the aspect of measuring balance, satisfaction shows a high response based on the statement that the atmosphere at work supports activities in personal life so that work conflicts do not occur which continue within the family, so that in the context of work-life balance, employees feel happy with their personal life and work, this causes excellent job satisfaction (Pitoyo & Handayani, 2022). If work-life balance between personal and work life is carried out well, it will have an impact on a person's job satisfaction. Another thing that also needs to be considered is interpersonal communication. Interpersonal communication is a form of employee interaction with other employees. Communication plays an important role in the company, through communication it can minimize conflict, especially conflict between individuals within the company (Nanda & Namora, 2020). Interpersonal communication is one of the factors that can influence job satisfaction (Soetrismo, 2011; Pertiwi et al., 2019).

Employees, as valuable assets for the company, must be given attention to their needs, desires and hopes. A comfortable and conducive work environment is also a supporting factor that can increase job satisfaction with the company. The work environment is defined as a condition related to the characteristics of the workplace on employee behavior and attitudes, where this is related to the occurrence of

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psychological changes due to things experienced in the job or in certain circumstances that must be continuously paid attention to by the organization, including boredom, work, monotonous work and fatigue (Lester, 2019; Morsing & Schultz, 2006). Correlation results show that there is a positive and significant relationship between work-life balance and job satisfaction (Gounder & Govender, 2018). And based on research that has been conducted, it is known that work-life balance, interpersonal communication and work environment are several factors that can make employees feel satisfied with their work (Jessica, Afifah, Daud, Sulistiowati, & Pebrianti, 2023).

2. LITERATURE REVIEW

2.1 Work-Life Balance

According to (Griffin & Moorhead, 2013) work-life balance is the ability an individual has to balance work demands with personal needs. Work life balance is the extent to which individuals feel connected and satisfied with their work life and family life and are able to balance the demands of work and family (Greenhaus, 2003). Work-life balance is a condition where individuals are able to commit to work and family and are responsible for both non-work activities (Parkes & Langford, 2008). Another opinion defines work-life balance as work life and personal life that complement each other so that they can bring perfection to a person's life (Kholifah & Fadli, 2022).

2.2 Interpersonal Communication

Interpersonal communication according to (DeVito, 2013) is verbal and non-verbal interaction between two or more people who depend on each other. Another opinion explains that interpersonal as a form of all communication between two people or contextually interpersonal communication (Adler & Elmhorst, 2009). Interpersonal communication is a process that uses messages to achieve a common meaning between two or more people in a situation that allows for equal opportunities for the speaker and listener (Pearson, 2010).

2.3 Work Environment

The work environment is everything that is around employees and can influence them in carrying out their assigned tasks (Suhanta, Jufrizen, & Pasaribu, 2022). Another opinion defines the work environment as all the tools and materials encountered, the surrounding environment where a person works, his work methods and work arrangements both as an individual and as a group (Burhannudin, Zainul, & Harlie, 2019). The work environment is something in the work environment that makes work easier or more difficult (Junaidi, 2018).

2.4 Hypothesis

The hypothesis in this research is as follows:

- H1: It is suspected that work-life balance, interpersonal communication and work environment have a positive effect on employee job satisfaction at the PT Employee Cooperative. Pupuk Sriwidjaja Palembang.
- H2: It is suspected that work-life balance has a positive effect on employee job satisfaction at the PT Employee Cooperative. Pupuk Sriwidjaja Palembang.
- H3: It is suspected that interpersonal communication has a positive effect on employee job satisfaction at the PT Employee Cooperative. Pupuk Sriwidjaja Palembang.
- H4: It is suspected that the work environment has a positive effect on employee job satisfaction at the PT Employee Cooperative. Pupuk Sriwidjaja Palembang.

3. METHODS

The population in this study were all permanent employees at the PT Employee Cooperative office. Pupuk Sriwidjaja Palembang numbers 40 people. The sample used in this research was 40 respondents who were employees with permanent employee status at the PT Employee Cooperative office. Pupuk Sriwidjaja Palembang. The data collection method used is a questionnaire which contains questions originating from various indicators developed and each research variable, namely Work-life Balance (X1), Interpersonal Communication (X2), Work Environment (X3) and Job Satisfaction (Y).

4. RESULTS AND DISCUSSIONS

Based on the questionnaire that has been distributed, the identity of the respondent who filled out the questionnaire can be known. The following are the characteristics of respondents based on gender, age, education and years of work of respondents.

Table 1. Respondent Characteristics By Gender

Gender	Amount	Percentage (%)
Man	20	50%
Woman	20	50%
Sum	40	100%

Source: Data Processing Results (2023)

Based on the table above, it can be explained that the number of respondents with male and female gender is the same, namely 20 employees.

Table 2 Respondent Characteristics By Age

Age	Amount	Percentage (%)
<30 years old	5	12,5%
31 - 40 years old	20	50%
>40 years old	15	37,5%
Sum	40	100%

Source: Data Processing Results (2023)

It can be observed from the table of respondent characteristics based on age above that employees aged 31 - 40 years are the most dominant in number, namely 20 people or 50% of the total number of employees. There are 5 employees aged <30 years, the smallest number and only 5% of the total number of employees. The number of employees aged >40 years is 15 people or 37.5% of the total number of employees.

Table 3. Respondent Characteristics Based on Education

Education	Amount	Percentage (%)
Senior High School	5	12,5%
Diploma	4	10%
Bachelor	31	77,5%
Sum	40	100%

Source: Data Processing Results (2023)

Based on the table above, the most dominant number of employees are those with a bachelor's education background, namely 31 people or 77.5%. Employees with a high school education background number 5 people or 12.5% and are the smallest number of the total number of employees. There are 4 employees with a diploma background or 10% of the total number of employees at the Employee Cooperative PT Pupuk Sriwidjaja Palembang.

Reliability Test Results

The reliability test was carried out jointly on all statement items. If the Cronbach Alpha value is 0.60 then it is declared reliable. However, if the Cronbach Alpha value is <0.60 then it is declared unreliable. The results of reliability testing for each variable are as follows:

Table 4. Reliability Test

Variabel	Cronbach Alpha	Standar Reliabilitas	Keterangan
Work-life Balance	0.925	0.60	Reliabel
Interpersonal Communication	0.747	0.60	Reliabel
Work environment	0.890	0.60	Reliabel
Work Satisfaction	0.892	0.60	Reliabel

Source: Data Processing Results (2023)

Based on the reliability test in the table above, all the indicators used in each statement item in this study are declared reliable, this is because all the indicators used have a value of >0.60.

Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the influence of the variables Work-life Balance (X1), Interpersonal Communication (X2), and Work Environment (X3) on Job Satisfaction (Y). So, the results of this analysis can be seen in the following table:

F Test (Simultaneous)

Table.5 F Test (Simultaneous)

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	436,450	3	145,483	18,215	,000 ^b
	Residual	287,525	36	7,987		
	Total	723,975	39			

a. Dependent Variable: Kepuasan Kerja

b. Predictors: (Constant), *Work-life Balance*, Komunikasi Interpersonal, Lingkungan Kerja

Source: Data Processing Results (2023)

Based on the table above, the Ftable value ($3.36 \alpha: 0.10$) is = 2.24261, so it can be explained that the Fcount value is 18.215 > Ftable 2.24261, so H0 is rejected and Ha is accepted. This shows that there is an influence of the variables *Work-life Balance* (X1), *Interpersonal Communication* (X2) and *Work Environment* (X3) together/simultaneously on *Employee Job Satisfaction* (Y) of the PT Employee Cooperative. Pupuk Sriwidjaja Palembang.

t Test (Partial)

Table 6. T Test (Partial)

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2,416	2,504		-,965	,341
	<i>Work-life Balance</i>	,542	,094	,646	5,760	,000
	<i>Interpersonal Communication</i>	,143	,082	,190	1,739	,091
	<i>Work environment</i>					
	<i>Work Satisfaction</i>	,355	,111	,345	3,203	,003

a. Dependent Variable: Kepuasan Kerja

Source: Data Processing Results (2023)

Based on the table above, the ttable value is 1.30551 so it can be explained that each variable *Work-life Balance* (X1), *Interpersonal Communication* (X2) and *Work Environment* (X3) individually/partially influence on *Job Satisfaction* (Y) of the PT Employee Cooperative. Pupuk Sriwidjaja Palembang follows: (a) The influence of the *Work-life Balance* variable (X1) individually/partially on *Job Satisfaction* (Y). Based on the table above, it can be seen that the tcount for the *Work-life Balance* (X1) variable is 5.760 for *Employee Performance* (Y). This means that tcount is 5.760 > ttable 1.30551, so H0 is rejected. Ha is accepted. This means that there is an influence of *Work-life Balance* (X1) on *Job Satisfaction* (Y), (b) The influence of the *Interpersonal Communication* variable (X2) individually/partially on *Job Satisfaction* (Y). Based on the table above, it can be seen that the tcount for the *Interpersonal Communication* variable (X2) is 1.739 for *Job Satisfaction* (Y). This means that tcount is 1.739 > ttable 1.30551, so H0 is rejected and Ha is accepted. This means that there is an influence of *Interpersonal Communication* (X2) on *Job Satisfaction* (Y). (c) The influence of the *Work Environment* variable (X3) individually/partially on *Job Satisfaction* (Y). Based on the table above, it can be seen that tcount for the *Work Environment* variable (X3) is 3.203 for *Job Satisfaction* (Y). This means that tcount is 3.203 > ttable 1.30551, so H0 is rejected. Ha is accepted. This means that there is an influence of the *Work Environment* (X3) on *Job Satisfaction* (Y).

Coefficient of Determination Test (R²)

This coefficient of determination test is used to determine how much the independent variables, namely Work-life Balance, Interpersonal Communication and Work Environment contribute to the Job Satisfaction of PT Employee Cooperative Employees. Sriwidjaja Palembang Fertilizer with the following results:

Table.7 Model Summary
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,776 ^a	,603	,570	2,82610	1,791

a. Predictors: (Constant), : *Work-life Balance*, Komunikasi Interpersonal, Lingkungan Kerja

b. Dependent Variable: Kepuasan Kerja

Source: Data Processing Results (2023)

DISCUSSION**The Influence of Work-life Balance, Interpersonal Communication and Work Environment on Job Satisfaction of PT Employee Cooperative Employees. Pupuk Sriwidjaja Palembang**

The results of the analysis show that the variables Work-life Balance, Interpersonal Communication and Work Environment have a positive effect on the Job Satisfaction variable. This can be seen from the $F_{count} > F_{table}$ value, that there is an influence of Work-life Balance, Interpersonal Communication and Work Environment together on Job Satisfaction. The results of simultaneous hypothesis testing at a 90% confidence level show that the F_{table} value is = 2.24261, so it can be explained that the F_{count} value is 18.215 > F_{table} 2.24261, so H_0 is rejected and H_a is accepted. This means that there is a significant influence of Work-life Balance, Interpersonal Communication and Work Environment which are interrelated and have a contribution to influencing Employee Job Satisfaction. This is also proven through the coefficient of determination test which shows that the contribution of Work-life Balance, Interpersonal Communication and Work Environment is 57% of the contribution to Employee Job Satisfaction.

The results of this research indicate that there is an influence of Work-life Balance, Interpersonal Communication and Work Environment on Employee Job Satisfaction.

The Effect of Work-Life Balance on Job Satisfaction of PT Employee Cooperative Employees. Pupuk Sriwidjaja Palembang

Based on partial tests carried out, work-life balance has a positive effect on employee job satisfaction. The results of partial hypothesis testing at a 90% confidence level show a mean value of t_{count} 5.760 > t_{table} 1.30551 with a sig.t level of 0.000 < 0.1 (significant), so H_0 is rejected and H_a is accepted.

The Influence of Interpersonal Communication on Job Satisfaction of PT Employee Cooperative Employees. Pupuk Sriwidjaja Palembang

Based on partial tests carried out, Interpersonal Communication has a positive effect on Employee Job Satisfaction. The results of partial hypothesis testing at a confidence level of 90% show a mean value of t_{count} 1.739 > t_{table} 1.30551, with a sig.t level of 0.088 < 0.1 (significant), so H_0 is rejected and H_a is accepted.

The Influence of the Work Environment on Job Satisfaction of PT Employee Cooperative Employees. Pupuk Sriwidjaja Palembang

Based on partial tests carried out, the work environment has a positive effect on employee job satisfaction. The results of partial hypothesis testing at a confidence level of 90% show a mean value of t_{count} 1.203 > t_{table} 1.30551, with a sig.t level of 0.088 < 0.1 (significant), so H_0 is rejected and H_a is accepted.

5. CONCLUSION

Based on the results and discussion that have been described, the conclusions that can be drawn are: Work-life balance, interpersonal communication and work environment have a positive and significant effect on employee job satisfaction at the PT Employee Cooperative. Pupuk Sriwidjaja Palembang. Work-life balance

has a positive and significant effect on employee job satisfaction at the PT Employee Cooperative. Pupuk Sriwidjaja Palembang. Interpersonal Communication has a positive and significant effect on Job Satisfaction of PT Employee Cooperative Employees. Pupuk Sriwidjaja Palembang. The work environment has a positive and significant effect on employee job satisfaction at the PT Employee Cooperative. Fertilizer As a result of this research, the author provides the following suggestions: For companies, they can increase employee job satisfaction through work-life balance, interpersonal communication and the work environment. For further research, you can add other variables that can influence the level of employee satisfaction in the company.

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