

# INFLUENCE OF WORK-LIFE BALANCE AND WORK ENVIRONMENT ON JOB SATISFACTION WITH EMPLOYEE ENGAGEMENT IN WEST JAKARTA MALLS

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## ABSTRACT

*This study uses quantitative methods to examine the effect of work-life balance and work environment on job satisfaction, with employee engagement as an intervening variable among mall employees in West Jakarta. Using the SmartPLS program version 4.0, this study tested the validity, reliability, and causal relationships between variables. The results showed that work-life balance and work environment significantly influence job satisfaction, with employee engagement as a mediating variable. Good work-life balance, low work pressure, job stability, and a comfortable and supportive work environment increase job satisfaction. High employee engagement also contributes positively to job satisfaction, although it weakens the effect of work-life balance. This study concludes that mall management needs to maintain a work-life balance, a good work environment, and enhance employee engagement to achieve optimal job satisfaction. Additionally, survey data indicate that job satisfaction among employees is still relatively low, due to suboptimal work-life balance, work environment, and employee engagement. Improving job satisfaction depends not only on employees but also on various factors within the company. This study provides additional insights into employee engagement as an intervening variable in the impact of work-life balance and work environment on job satisfaction.*

**Keywords:** *Work-Life Balance, Work Environment, Job Satisfaction, Employee Engagement*

## INTRODUCTION

Good management is needed to increase employee job satisfaction in an agency or organization. A positive work environment, work-life balance and employee engagement support optimal job satisfaction. Employees are the main factor for achieving company goals. However, the company must be able to meet its demands or needs so that employees can provide positive feedback to the company.

Employee job satisfaction is vital to companies because it reflects how employees feel about their jobs and the company. Of course, everyone who works wants job satisfaction at work. At its core, job satisfaction is a personal matter. The more aspects of the work are personalized to the individual's tastes, the higher the perceived level of satisfaction. Employees whose job satisfaction is met will be more likely to be responsible for the task or work given. Employee job satisfaction is essential because it affects how satisfied employees are at work and how positive they feel about it (Rezeki, 2022).

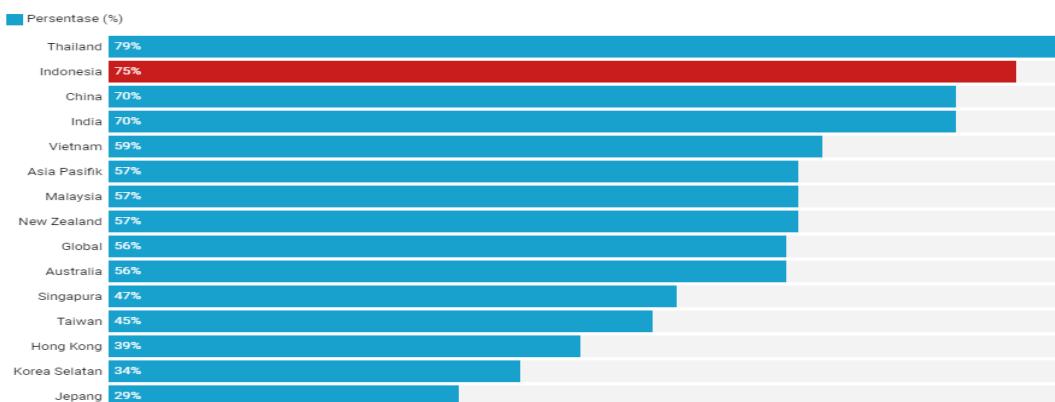
An organization or company will use the term job satisfaction to describe a person's level of satisfaction with their job. According to Annakis et al., (2011) in Wati &; Yusuf, (2020) states that job satisfaction is the attitude of an employee to view

his job in terms of positive or negative emotions. Employees may find one.

Some of their work are satisfactory, while others are unsatisfactory. The current working environment situation determines job satisfaction. Employees who are satisfied with their work are more likely to like doing it and will do their job well. In contrast, employees with decreased satisfaction levels are more likely to dislike their jobs.

The decrease in employee job satisfaction levels, which can be caused by various reasons, both internal and external aspects of the company, is a problem that agencies or companies often face with human resources. Companies will benefit if they increase employee job satisfaction. However, suppose the level of job satisfaction decreases. In that case, it will adversely affect the company as a whole, with employees who are reluctant to work, which leads to less than optimal work results.

Jakarta, CNBC Indonesia - Pricewaterhouse Coopers International (PwC) has again published the results of a survey on the level of employee satisfaction with jobs in Asia Pacific through a report titled Asia Pacific Workforce Hopes and Fears Survey 2023.

**Figure 1.1 Job Satisfaction Data in Asia Pacific 2023**

The satisfaction rate of Indonesian workers reached 75%, which is only inferior to Thailand's. However, the fact is that many employees continue to complain about jobs that do not match their educational background, do not have a career path, and do not provide work-life balance. Without realizing it, this has a significant negative impact on job satisfaction. Companies that encourage their employees to maintain work-life balance generate more revenue than companies that do not

implement work-life balance.

This also happens to West Jakarta Mall employees, where there is a decrease in employee job satisfaction levels, as seen from a small study conducted by researchers on West Jakarta Mall employees in 2023. This small research was given to 32 employees in West Jakarta Mall. The following table shows the decrease in job satisfaction levels in West Jakarta Mall employees:

**Table 1 Results of a small study on job satisfaction in West Jakarta Mall employees**

STATEMENT	Percentage			
	SS	S	TS	STS
	4	3	2	1
I feel satisfied with the work that feels hard	0%	0%	66%	35%
The job assignments assigned are according to my ability	0%	12%	66%	22%
I feel unhappy when work responsibilities cannot be completed	9%	19%	28%	44%
My boss has always given me freedom for my work	0%	22%	34%	44%
I feel dissatisfied with the facilities provided by the company	0%	19%	56%	25%
I am satisfied with the amount of leave granted	0%	16%	59%	25%
I don't feel good working with colleagues in a team	0%	22%	59%	19%

Source: Processed by researchers, 2023

Small research conducted in West Jakarta Mall shows that the satisfaction possessed by employees can be said to be relatively low, as shown in the percentage of answers given by employees who tend to say dissatisfied or unhappy.

The dominant factors that affect low job satisfaction include work-life balance, work environment, and employee engagement. Work-life balance, work environment, and employee engagement each of all factors that affect job

satisfaction. (Robbins, S.P., & Coulter, 2016) states that people who work in a supportive and family-friendly environment will feel more satisfied with their work.

Many companies are now introducing work-life balance to increase employee satisfaction. The organization recognizes the importance of this program because it helps employees deal with problems both inside and outside the workplace. Poor work-life balance is feared to cause employees

to lose balance between their personal and work lives, making it difficult for them to enjoy life, which can lead to a lack of free time with their family and friends, stress, and poor health, all of which can decrease the quality of their work as well as their own mental and physical well-being. In (Fadilla & Assyofa, 2022) the research findings show that work-life balance positively and significantly affects job satisfaction. But apparently, in (Lumunon et al., 2019) the research findings show that work-life balance does not significantly affect job satisfaction.

The increase in job satisfaction is caused not only by the employees themselves but also by various factors that exist in the company. In addition to work-life balance, a positive work environment is an important consideration. A pleasant working atmosphere can make employees feel comfortable while carrying out their responsibilities and prevent employee boredom. In addition, employees must be able to maintain good mental health at work in order to concentrate on their work. In (Mubaroq et al., 2021), the results showed that the work environment significantly affects employee job satisfaction. Meanwhile, (Surito et al., 2020) stated that the work environment is not significant to job satisfaction.

Not only does Work-life balance and work environment affect job satisfaction, employee engagement also affects job satisfaction. Employee engagement is the level of employee engagement, commitment, and motivation to the work and organization where they work. When employees are emotionally and psychologically invested in their work, they are more dedicated passionate, and contribute positively to the company's goals. Employee engagement has a vital role in increasing job satisfaction.

Ariarni (2017) defines employee engagement as employees who have a strong bond with the company, feel comfortable, and enjoy the work environment and their role responsibilities so that these employees can improve work performance for the benefit of the company. This work performance can contribute to the success of the organization.

Further research on the effect of work-life balance and work environment on job satisfaction, with employee engagement as an intervening variable, is needed. So far, research on the effect of work-life balance and work environment on employee job satisfaction, as well as research on employee engagement on employee job satisfaction, has been widely conducted. However, research on job satisfaction related to work-life balance, work environment, and employee

engagement simultaneously is lacking. Furthermore, previous studies produced varying results, with some producing significant and insignificant associations between the variables used in these investigations. As a result, the findings of this study are expected to provide more insight into the employee engagement variable as an intervening variable on the impact of work-life balance and work environment on job satisfaction.

Previous research on employee job satisfaction has mainly been conducted in different types of manufacturing companies and public service organizations, with the understanding that employee job satisfaction is one of the critical factors that can contribute to organizational success. However, researchers have not found any published research on employee job satisfaction that includes work-life balance, work environment, and employee engagement as intervening variables in public service organizations in the business field.

## RESEARCH METHODS

This research adopts quantitative methods. Azdanal et al. (2021) define quantitative research as a systematic and clearly planned research strategy from the beginning to the end of the research process. The purpose of this method is to investigate a specific population or sample using statistical data analysis based on the title of the study, namely "The Effect of Work-Life Balance and Work Environment on Job Satisfaction with Employee Engagement as an Intervening Variable in West Jakarta Mall Employees."

The population of this study was employees working in West Jakarta Mall, where the number of members of the population is unknown. To determine the required number of samples, the study used the Lemeshow formula. This method helps ensure that the sample taken can accurately represent the population, so that the results of the study are reliable and valid.

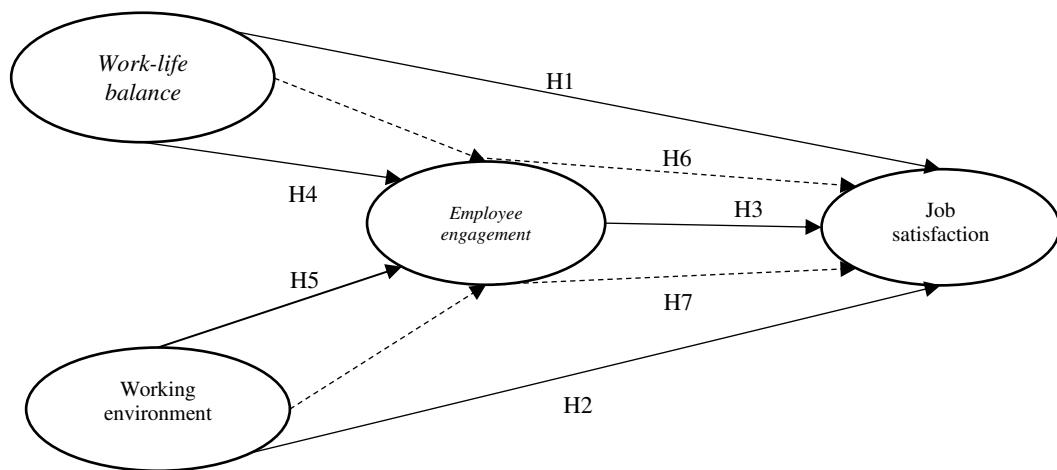
Because the exact number of the population working in West Jakarta Mall is unknown, the sample in this study was taken using a specific technique. According to Sugiyono (2022: 81), a sample is a part of the quantity and characteristics possessed by the population. In this study, the sample size was calculated using the Lemeshow formula to ensure the representativeness and accuracy of the research results. The Lemeshow formula is used to determine the sample size when the population is unknown, ensuring that the sample taken can accurately represent the employee population in West Jakarta Mall. The sample in this study consisted of 96 employees. This approach helps in understanding the work dynamics, work-

life balance, and specific work environment in the mall, as well as how these factors influence job satisfaction and employee engagement.

Based on the hypothesis stated above, the framework of influence between work-life balance

variables and work environment on job satisfaction with employee engagement as an intervening variable in West Jakarta Mall employees can be seen in a whole model by being described as

**Figure 2 Research Model**



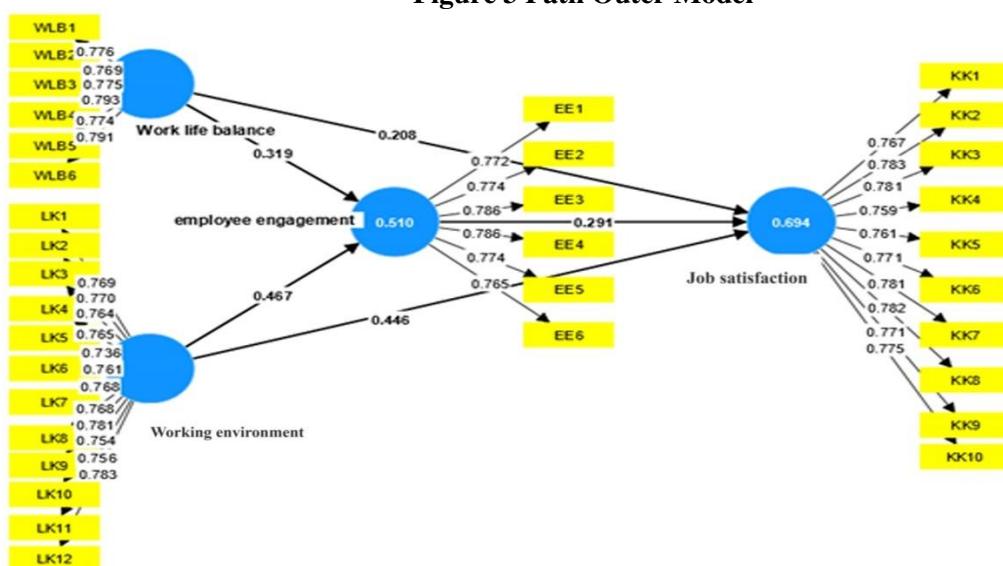
This study used the SmartPLS (partial least square) program version 4.0 to test hypotheses and process data. SmartPLS is an analytical tool that uses bootstrapping, so the assumption of normality is not required, and it does not have a minimum number of samples. Analysis with SmartPLS is performed in three main steps: Outer Model Analysis, Inner Model Analysis, and Hypothesis Testing. Outer Model analysis tests the validity and reliability of data through model design, convergent and discriminant validity tests, and reliability tests using composite reliability and Cronbach's alpha. Inner Model analysis examines causal relationships between latent variables by looking at the value of R Square. Hypothesis testing is carried out using the

path coefficient method, where the hypothesis is considered significant if the t-statistic value is greater than 1.96, so that H0 is rejected and Ha is accepted.

## RESULTS

The results of primary data analysis at the test stage of research instruments that have been carried out on work-life balance variables, work environment, employee engagement, and job satisfaction variables using the SmartPLS version 4.0 program in accordance with the outer loading results of each research variable can be described in the following figure 3

**Figure 3 Path Outer Model**



Based on the results of the outer loading validity test shown in Table 2, it is known that six instruments from the employee engagement (EE) variable, ten instruments from the job satisfaction variable (KK), twelve instruments from the work environment variable (LK), and six instruments from the work-life balance (WLB) variable are valid. This is due to the outer loading value resulting from the processing of the instrument

data, which is all above 0.7. The validity of the discriminant is indicated by the cross-loading value which indicates that each construct has a corresponding discriminant. The validity of the discriminant can be seen from the square root value of Average Variance Extracted (AVE), which is declared valid if the value is more than 0.5 (Ghozali, 2015 in Laksono & Wardoyo, 2019).

**Tabel 3 Average Variance Extracted (AVE)**

Variable	Average Variance Extracted (AVE)
Worklife balance	0.608
Working environment	0.585
Employee engagement	0.602
Job satisfaction	0.598

The AVE values shown in Table 3 show that all variables in this study, namely work-life balance, work environment, employee engagement, and job satisfaction, have AVE values above 0.5. This indicates that each construct has met the criterion of discriminant validity. With the validity and reliability of the tested instruments, the results of this study are trustworthy and provide a solid basis for further analysis of the effect of work-life balance and work environment on job satisfaction with

employee engagement as an intervening variable among West Jakarta Mall employees.

A reliability test is used to determine the consistency value of a measuring instrument. Composite reliability and Cronbach's alpha values both reflect reliability test values. A variable is considered to have good reliability if the value of composite reliability  $> 0.7$  and Cronbach's alpha  $> 0.6$  (Ghozali, 2015 in Laksono & Wardoyo, 2019)

**Tabel 4 Composite Reliability**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Work environment	0.936	0.937	0.944	0.585
Work life balance	0.871	0.872	0.903	0.608
Employee engagement	0.868	0.870	0.901	0.602
Job satisfaction	0.925	0.926	0.937	0.598

Based on the presented data analysis, four variables Work Environment, Work-Life Balance, Employee Engagement, and Job Satisfaction, demonstrate excellent internal consistency and construct validity. The Cronbach's Alpha values for all variables are above 0.7, indicating high internal consistency. Additionally, the composite reliability values ( $\rho_a$  and  $\rho_c$ ) for all variables exceed 0.7, indicating excellent construct reliability. The Average Variance Extracted (AVE) for each

variable is greater than 0.5, showing adequate convergent validity. Therefore, the instruments used in this study are proven to be reliable and valid, making them practical tools for measuring Work Environment, Work-Life Balance, Employee Engagement, and Job Satisfaction.

	R-square	R-square adjusted
Job satisfaction	0.694	0.684

Inner model analysis is performed to test the coefficient of determination or causality relationship between latent variables, which is indicated by the R-squared value. Based on table

**Table 5 Path Coefficient**

Hubungan	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Lingkungan kerja -> employee engagement	0.467	0.461	0.129	3.634	0.0
Lingkungan kerja -> kepuasan kerja	0.446	0.445	0.123	3.636	0.0
Work life balance -> employee engagement	0.319	0.326	0.133	2.4	0.016
Work life balance -> kepuasan kerja	0.208	0.222	0.099	2.116	0.034
employee engagement -> kepuasan kerja	0.291	0.28	0.129	2.257	0.024
Work life balance -> employee engagement -> kepuasan kerja	0.093	0.091	0.058	1.598	0.11
Lingkungan kerja -> employee engagement -> kepuasan kerja	0.136	0.127	0.066	2.064	0.039

The first hypothesis examines the effect of work-life balance (X1) on job satisfaction. The results of the analysis showed that the coefficient of the t-statistical parameter for this variable was 2.116. Since this value is more significant than t of the 5% significance table, which is 1.96, it can be stated that Ho1 is rejected and Ha1 is accepted. That is, the work-life balance variable has a significant influence on job satisfaction.

The second hypothesis examines the effect of the work environment (X2) on job satisfaction. With a t-statistic parameter coefficient of 3.636, which is greater than t of the significance table of 5% (1.96), it can be stated that Ho2 is rejected and Ha2 is accepted. This shows that the work environment has a significant influence on job satisfaction.

The third hypothesis focuses on the effect of employee engagement (Z) on job satisfaction. The coefficient of the t-statistical parameter for this variable is 2.257. This value is also greater than t of the 5% significance table of 1.96, so it can be stated that Ho3 is rejected and Ha3 is accepted. This means that employee engagement has a significant influence on job satisfaction.

The fourth hypothesis examines the effect of work-life balance (X1) on employee engagement. The results of the analysis showed that the t-statistic parameter coefficient for this

variable is 2.400, which is greater than the significance of the t table of 5% (1.96). Thus, Ho4 is rejected and Ha4 is accepted, indicating that work-life balance has a significant influence on employee engagement.

The fifth hypothesis examines the effect of the work environment (X2) on employee engagement. The t-statistic parameter coefficient of 3.634, which is greater than the table t significance of 5% (1.96), indicates that Ho5 is rejected and Ha5 is accepted. This means that the work environment has a significant influence on employee engagement.

The sixth hypothesis examines the effect of work-life balance (X1) on job satisfaction mediated by employee engagement. The results of the analysis showed that the t-statistical parameter coefficient for this variable was 1.598, which is smaller than the 5% significance table t of 1.96. Therefore, Ho6 is accepted and Ha6 is rejected, meaning that work-life balance through employee engagement does not have a significant effect on job satisfaction.

In contrast, the seventh hypothesis examines the effect of the work environment (X2) on job satisfaction mediated by employee engagement. The t-statistic parameter coefficient for this variable is 2.064, which is greater than the 5% significance table t of 1.96. This shows

that Ho7 is rejected and Ha7 is accepted, so it can be concluded that the work environment through employee engagement has a significant influence on job satisfaction.

## DISCUSSION

The conclusion of this study shows that work-life balance and work environment have a significant influence on job satisfaction of Mall employees in the West Jakarta area. Good work-life balance, low work pressure, and job stability contribute positively to job satisfaction, while a comfortable and supportive work environment also increases job satisfaction. In addition, high employee engagement, characterized by loyalty, morale, and unyielding attitude, also has a positive effect on job satisfaction. Work-life balance and work environment each positively affect employee engagement, which in turn affects job satisfaction significantly. However, employee engagement weakens the effect of work-life balance on job satisfaction, while the work environment still has a significant effect on job satisfaction both directly and through employee engagement mediation.

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