

The Determinant Factors of Employee Job Satisfaction: Work-Life Balance, Engagement, and Commitment

Khurin In Noviarani¹

Joko Suyono²

Irmawati³

Damarsari Ratnasahara Elisabeth⁴

Sukaris⁵

^{1,2,3} Universitas Narotama, Surabaya - Indonesia

⁴Sekolah Tinggi Ilmu Ekonomi Mahardhika, Surabaya – Indonesia

⁵Universitas Muhammadiyah Gresik

¹e-mail: khurin.noviarani@gmail.com

²e-mail: joko.suyono@narotama.ac.id

³e-mail: irmajhejhe@gmail.com

⁴e-mail: damarsariarizona@gmail.com

ABSTRAK

Tujuan dari penelitian ini adalah untuk menganalisa pengaruh work-life balance, employee engagement dan komitmen organisasi terhadap kepuasan kerja pegawai Badan Perencanaan Pembangunan, Penelitian Dan Pengembangan Daerah Kabupaten Gresik. Sampel dalam penelitian ini adalah seluruh pegawai Badan Perencanaan Pembangunan, Penelitian Dan Pengembangan Daerah Kabupaten Gresik berjumlah 44 orang. Teknik pengumpulan data menggunakan kuesioner, sedangkan teknik analisa data menggunakan regresi linier berganda. Hasil penelitian membuktikan bahwa work-life balance, employee engagement dan komitmen organisasi berpengaruh secara parsial dan simultan terhadap kepuasan kerja pegawai Badan Perencanaan Pembangunan, Penelitian Dan Pengembangan Daerah Kabupaten Gresik. Di antara ketiga variabel tersebut, employee engagement terbukti memiliki pengaruh dominan terhadap kepuasan kerja pegawai Badan Perencanaan Pembangunan, Penelitian Dan Pengembangan Daerah Kabupaten Gresik

Kata Kunci: *work-life balance, engagemet, commitment, satisfaction.*

ABSTRACT

The purpose of this study is to analyze the influence of work-life balance, employee engagement, and organizational commitment on job satisfaction among employees of Badan Perencanaan Pembangunan, Penelitian Dan Pengembangan Daerah Kabupaten Gresik. The sample in this study consists of all 44 employees of Badan Perencanaan Pembangunan, Penelitian Dan Pengembangan Daerah Kabupaten Gresik. The data collection technique used was a questionnaire, while the data analysis technique employed multiple linear regression. The results of the study prove that work-life balance, employee engagement, and organizational commitment have both partial and simultaneous effects on job satisfaction among employees of Badan Perencanaan Pembangunan, Penelitian Dan Pengembangan Daerah Kabupaten Gresik. Among these three variables, employee engagement is found to have the dominant influence on job satisfaction among employees of Badan Perencanaan Pembangunan, Penelitian Dan Pengembangan Daerah Kabupaten Gresik.

Keywords: *work-life balance, engagemet, commitment, satisfaction.*

INTRODUCTION

In this modern era, organizations have an increasing concern for employee satisfaction and well-being as an important factor in improving overall organizational productivity and performance. Regional Development Planning, Research, and Development Agency of Gresik Regency (BAPPEDA Gresik) as a government institution that has a strategic role in regional planning and development, is no exception to the challenge of ensuring employee welfare and satisfaction in the work environment.

A phenomenon that occurs in many organizations, including government agencies, is the challenge of maintaining work-life balance. Employees who experience an imbalance between their work and personal lives tend to experience stress, fatigue, and decreased work performance. In addition, employees who are not actively involved in their work (employee engagement) are also prone to decreased motivation and loyalty to the organization. On the other hand, a low level of organizational commitment can cause employees to feel unattached to the vision, mission, and goals of the organization, thus potentially decreasing performance and job satisfaction..

In the context of the Gresik Regency Regional Development Planning, Research and Development Agency, maintaining employee job satisfaction is crucial to support effectiveness and efficiency in carrying out its duties which have a direct impact on regional development. Therefore, research investigating the influence of work-life balance, employee engagement, and organizational commitment on employee job satisfaction in this institution will provide a deeper understanding of the factors that influence employee welfare and job satisfaction.

From several previous studies, it can be seen that there are several factors that influence employee job satisfaction, including work-life balance (Nurjana, et al, 2023; Rondonuwu, et al, 2018; Arunika and Kottawatta, 2015; Permadi,

et al, 2023; Subing, et al, 2023; Hiariey, et al, 2022; Hilman, et al, 2023), employee engagement (Rachman and Dewanto, 2016; Atthohiri and Wijayati, 2021; Thamrin, 2021; Mauliddya, 2021; Noercahyo, et at, 2021), and organizational commitment (Setiawan, 2020; Renyut, 2017; Okwudili, 2022; Amin, 2022; Dharmawan, et al, 2024; Halilintar and Sobirin, 2022; Pratiwi and Narlan, 2021; Dewi and Adi, 2016; DwiYanti and Bagia, 2020).

However, there are still gaps in research that have not been met, thus opening up opportunities for more comprehensive research contributions. Some research gaps include Endaka, et al (2020) in their research stating that work-life balance has no effect on employee job satisfaction. Arista and Kurnia (2022) stated that employee engagement has no effect on employee job satisfaction. Gazali, et al (2022), Ratnasari, et al (2020), and Sunaris, et al (2022) stated that organizational commitment has no effect on employee job satisfaction.

By considering the research gap in the results of previous studies involving the variables of work-life balance, employee engagement and organizational commitment to employee job satisfaction, further, more in-depth research is needed with the aim of exploring the influence of work-life balance, employee engagement and organizational commitment to employee job satisfaction.

Job satisfaction is a common expectation for working individuals, but the realization of this satisfaction is a long and gradual process. Job satisfaction is basically subjective because each individual has a different level of satisfaction according to their values and expectations. The more aspects of the job that match the individual's preferences, the higher the level of satisfaction that can be felt. Job satisfaction describes positive and loving feelings towards one's job, and this is reflected in work morale (Hasibuan, 2021). According to Kreitner and Kinicki (2016), job satisfaction is a person's emotional response to various aspects of work. Davis (2015) describes job satisfaction as an individual's feelings about the extent to which their work is enjoyable or not. According to Robbins and Judge (2017), job

satisfaction is the difference between the amount of rewards a person receives from their job and the amount they think they should receive.

Work-life balance is an individual's effort to organize and balance the various roles they play in their daily lives. They emphasize the importance of an individual's ability to divide their time and energy effectively between work responsibilities and personal or family obligations, so that both aspects of life can run harmoniously without interfering with each other (Fisher, 2009).

Schermerhorn (2008) stated that work-life balance is a person's ability to balance work demands with personal and family needs. This concept emphasizes the importance of maintaining a healthy balance between various professional responsibilities and aspects of personal life, including time spent with family and for oneself. In other words, work-life balance includes how individuals manage their time, energy, and commitments in order to not only be successful in their careers but also be able to meet their emotional, social, and physical needs outside of work. Schermerhorn also highlighted that this balance is important to prevent excessive stress and fatigue, which can have negative impacts on mental and physical health. Ensuring a balance between work and personal life not only improves an individual's quality of life but can also increase productivity and job satisfaction, as balanced employees tend to be happier and more motivated. Therefore, work-life balance is one of the main focuses in human resource management, with the aim of creating a work environment that supports the overall well-being of employees.

Several studies have proven that work-like balance has an effect on job satisfaction (Nurjana, et al, 2023; Rondonuwu, et al, 2018; Arunika and Kottawatta, 2015; Permadi, et al, 2023; Subing, et al, 2023; Hiariey, et al, 2022; Hilman, et al, 2023). Thus, a hypothesis can be made as follows:

H1 : work-like balance influences job satisfaction.

Employee engagement is an individual's

positive feelings towards their work, measured by their willingness to contribute their abilities and energy through behaviors that include a sense of belonging, focus on work, work intensity, and enthusiasm (Schaufeli, et al 2002). Macey, et al (2009) also stated that employee engagement is employee awareness of the company's goals and its focus in the form of initiative, adaptability, effort, and perseverance that support the achievement of company goals. According to Robbins and Judge (2017), employee engagement refers to the level of employee involvement, individual involvement, satisfaction, and enthusiasm shown by employees towards the work they do.

Several studies have shown that employee engagement has an effect on employee job satisfaction (Rachman and Dewanto, 2016; Atthohiri and Wijayati, 2021; Thamrin, 2021; Mauliddya, 2021; Noercahyo, et al, 2021). Thus, a hypothesis can be made as follows:

H2 : employee engagement influences job satisfaction.

Organizational commitment is an employee's decision to remain actively participating in the organization wholeheartedly, with good acceptance of the organization's goals and significant contributions to the progress of the organization (Sianipar, 2014). Sopiah (2008) also describes organizational commitment as the degree to which employees believe in the goals of the organization and will choose to remain in the organization or not leave it. According to Kaswan (2017), organizational commitment reflects the extent to which employees are willing to continue working in the company in the future. Kreitner (2017) states that organizational commitment involves the level of individual identification with the organization and their desire to remain actively involved. Robbins (2017) explains that commitment to the organization is a condition in which an employee has a strong attachment to a particular organization, fully supports its goals, and intends to maintain a long-term relationship with the organization as an active member. Luthans (2018) defines organizational commitment as a strong desire to be a member of a particular organization, with a positive attitude towards the values and goals of the organization.

By summarizing the views of experts, it can be concluded that organizational commitment is the readiness of employees to prioritize the interests of the organization above their personal interests, and to make a major contribution to achieving organizational goals.

Several previous studies have proven that organizational commitment has an effect on employee job satisfaction (Setiawan, 2020; Renyut, 2017; Okwudili, 2022; Amin, 2022; Dharmawan, et al, 2024; Halilintar and Sobirin, 2022; Pratiwi and Narlan, 2021; Dewi and Adi, 2016; Dwiyaniti and Bagia, 2020). With the previous research that has been described above, the following hypothesis can be made:

H3 : Organizational commitment influences employee job satisfaction.

H4 : work-life balance, employee engagement, and organizational commitment influence employee job satisfaction.

Based on the above hypothesis, a research framework can be created as follows:

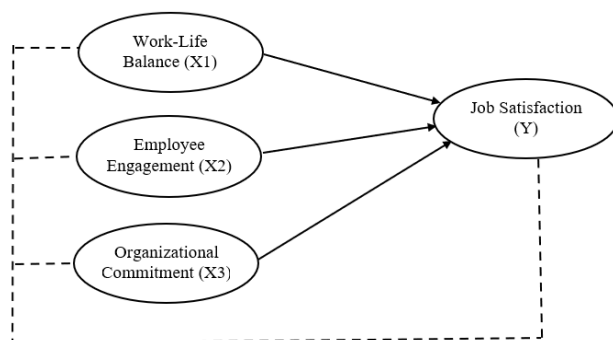


Figure 1. Conceptual Framework

METHODS

The approach in this study is to use a quantitative approach. Quantitative research is a systematic scientific process that focuses on the analysis of parts and phenomena and their relationships. In this study, the measurement process has a central role because it forms the basis of the relationship between empirical observations and mathematical representations of quantitative relationships. As explained by Sugiyono (2020), quantitative research involves collecting data in the form of numbers or qualitative data that can be converted into numbers. Thus, a quantitative approach is chosen

to ensure accuracy and precision in measuring the phenomena observed in the study.

The population in this study were all employees of the Gresik Regency Development Planning, Research and Development Agency with a total of 44 people. The sample of this study used a saturated sampling technique, meaning that all employees of the Regional Development Planning, Research, and Development Agency of Gresik Regency (BAPPEDA Gresik) with a total of 44 people were taken as samples. This is in accordance with the opinion expressed by Sugiyono (2020) that if the population is less than 100 people, the entire population is taken and used as a research sample. In this study, data collection was carried out using a questionnaire technique using a Likert scale with a choice of five alternative answers. While the data analysis in this study used multiple linear regression.

RESULTS

This Multiple Linear Regression Analysis Method is used to determine the influence of work-life balance variables, employee engagement, and organizational commitment on employee job satisfaction. Detailed calculations can be seen in the appendices and the results of the analysis can be seen in the following table.

Table 1. Multiple Linear Regression Analysis Results

Dependent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-91.256	14.152812		7.554246	.000
Work-Life Balance	.632	.223251	.62313	2.19358	.000
Employee Engagement	.773	.261515	.51580	4.53146	.000
Organizational Commitment	.785	.254150	.93846	4.68935	.000

a. Dependent variable : job satisfaction

Table 1 above is a summary of the results of multiple regression analysis involving the independent variables work-life balance (X1), employee engagement (X2), and organizational commitment (X3) on employee job satisfaction (Y), which can be explained as follows:

1. Partially, the influence of work-life balance (X1) on employee job satisfaction (Y) can be seen from the t value and the following t significance. Where the t value is 2.19358 with the following t significance of 0.000 which means that work-life balance (X1) has a partial

influence on employee job satisfaction (Y). This can be seen from the significance value of 0.000 which is smaller than 0.05 (t significance < 0.05). Thus, the hypothesis that states "work-life balance has an influence on employee job satisfaction" is proven and true.

2. The influence of employee engagement (X2) on employee job satisfaction (Y) can be seen from the t value and the following t significance. Where the t value is 4.53146 with the following t significance of 0.000 which means that employee engagement (X2) has a partial influence on employee job satisfaction (Y). This can be seen from the t significance value of 0.000 which is smaller than 0.05 (t significance < 0.05). Thus, the hypothesis stating that "employee engagement has an influence on employee job satisfaction" is proven and true..
3. The influence of organizational commitment (X3) on employee job satisfaction (Y) can be seen from the t value and the following t significance. Where the t value is 4.68935 with the following t significance of 0.000 which means that organizational commitment (X3) has a partial effect on employee job satisfaction (Y). This can be seen from the t significance value of 0.000 which is smaller than 0.05 (t significance < 0.05). Thus, the hypothesis that states "organizational commitment has an effect on employee job satisfaction" is proven and true.

Table 2. Anova

Model	Sum of Squares	df	Mean Square	F	Sig
1 Regression	431.351	3	138.532	29.317	.000 ^a
Residual	89.283	31	3.425		
Total	520.634	44			

a. Predictor : (Constant), work-life balance, employee engagement, organizational commitment
b. Dependent Variabele : job satisfaction

Table 2 above is a summary of the results of multiple regression analysis involving independent variables of work-life balance, employee engagement and organizational commitment to employee job satisfaction. Thus it can be explained as follows:

4. Simultaneously, the influence of work-life balance, employee engagement and organizational commitment has an effect on employee job satisfaction, as can be seen from the value of F and Significance F. Where the calculated F value is 29.317 and Significance F is 0.000, which means that simultaneously

(together) there is a significant influence of the three independent variables of work-life balance, employee engagement and organizational commitment on employee job satisfaction. This can be seen from the Significance F value of 0.000 which is smaller than 0.05 (Significance F < 0.05). Thus, the hypothesis that states "work-life balance, employee engagement and organizational commitment have an effect on employee job satisfaction" is proven and true.

DISCUSSION

In the previous description, it has been stated about the general description of the research object, general description of respondents, description of research variables and the results of the analysis of hypothesis proof. In relation to that, this chapter will discuss the variables that influence the job satisfaction of employees of the Gresik Regional Development Planning, Research and Development Agency (BAPPEDA). In this discussion, the magnitude of the influence of these variables will be stated both simultaneously and partially with various arguments based on the previous description, as follows:

1. 1. The first hypothesis stating that "work-life balance has a partial effect on the job satisfaction of BAPPEDA Gresik Regency employees" is proven and true. This is because work-life balance has a significance level of 0.000 which is below the tolerance value of 5% or 0.000 < 0.05.

This means that work-life balance has a significant influence on employee job satisfaction when viewed individually (partially). In other words, the better the work-life balance felt by employees, the higher their level of job satisfaction at BAPPEDA Gresik Regency.

The results of this study are supported by research by Nurjana, et al (2023), Rondonuwu, et al (2018), Arunika and Kottawatta (2015), Permadi, et al (2023) Subing, et al (2023), Hiariey, et al (2022), and Hilman, et al (2023). The results of their research prove that work-life balance has an effect on employee job satisfaction.

2. The second hypothesis stating that "employee engagement has a partial effect on job satisfaction of employees of the Gresik Regional Development Planning, Research and Development Agency (BAPPEDA) Gresik Regency" is proven and true. This is because employee engagement has a significance level of

0.000 which is below the tolerance value of 5% or $0.000 < 0.05$.

This means that employee engagement has a significant influence on employee job satisfaction when viewed individually (partially). In other words, the higher the level of employee engagement, the greater the job satisfaction felt by employees of BAPPEDA Gresik Regency.

The results of this study are supported by research by Rachman and Dewanto (2016), Atthohiri and Wijayati (2021), Thamrin (2021), Mauliddya (2021), and Noercahyo, et al (2021).). The results of their research prove that employee engagement has an effect on employee job satisfaction.

3. The third hypothesis stating that "organizational commitment has a partial effect on the job satisfaction of BAPPEDA Gresik Regency employees" is proven and true. This is because organizational commitment has a significance level of 0.000 which is below the tolerance value of 5% or $0.000 < 0.05$. This means that organizational commitment has a significant effect on employee job satisfaction when viewed separately or individually (partially). In other words, the higher the employee's commitment to the organization, the greater the job satisfaction felt by employees of BAPPEDA Gresik Regency.

The results of this study are supported by research by Setiawan (2020), Renyut (2017), Okwudili (2022), Amin (2022), Dharmawan, et al (2024), Halilintar and Sobirin (2022), Pratiwi and Narlan (2021), Dewi and Adi (2016), Dwiyaniti and Bagia (2020). The results of their studies prove that organizational commitment has an effect on job satisfaction.

4. The fourth hypothesis stating that "work-life balance, employee engagement and organizational commitment have a simultaneous influence on the job satisfaction of BAPPEDA Gresik Regency employees" is proven and correct. This is because work-life balance, employee engagement and organizational commitment have a significance level of 0.000 which is below the tolerance value of 5% or $0.000 < 0.05$.

This means that work-life balance, employee engagement, and commitment to the organization together have a significant influence in increasing employee job

satisfaction at BAPPEDA Gresik Regency. In other words, the better the work-life balance, employee engagement, and organizational commitment, the higher the employee job satisfaction in the organization.

CONSLUSION

The results of this study indicate that work-life balance has a significant effect on employee job satisfaction at BAPPEDA Gresik Regency, which means that the better the balance between work and personal life, the higher the level of employee job satisfaction. In addition, employee engagement has also been shown to have a partial effect on job satisfaction, indicating that the higher the employee involvement in work, the greater the level of satisfaction felt. Organizational commitment also contributes to increasing employee job satisfaction, indicating that employee loyalty and attachment to the organization can create a more positive work environment. Furthermore, this study reveals that work-life balance, employee engagement, and organizational commitment simultaneously have a significant effect on employee job satisfaction. This confirms that the three factors are interrelated and play an important role in creating a work environment that supports employee welfare, increases motivation, and encourages more optimal performance at BAPPEDA Gresik Regency.

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