

The Influence of Work Balance and Organizational Culture on Employee Job Satisfaction at PT Honda Sanggar Laut Palopo

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Abstract

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In an increasingly competitive era of globalization, companies need to increase competitiveness that cannot be separated from employee contributions, the balance between personal life and work is the most important aspect in increasing job satisfaction. This study aims to examine the effect of work balance and organizational culture on employee job satisfaction at PT Honda Sanggar Laut Palopo. This study uses a quantitative method that focuses on data collection and statistical analysis that aims to answer the researcher's questions and test the hypothesis. The population in this study were 60 employees of PT Honda Sanggar Laut Palopo. The sample in this study used a saturated sample with a total of 52 employees of PT Honda Sanggar Laut Palopo. Data collection was carried out using a google form by distributing questionnaires to respondents who were measured, each item was scored on a Likert scale where each score was from (1) to (5). The data analysis technique for this study was tested using Smartpls4. The results showed that work balance had a positive and significant effect on employee job satisfaction at PT Honda Sanggar Laut Palopo, and organizational culture had a positive and significant effect on employee job satisfaction at PT Honda Sanggar Laut Palopo.

Keywords: *influence of work balance, organizational culture, employee job satisfaction*

INTRODUCTION

The increasingly intense company competency in the era of globalization according to the company to continue to increase competitiveness in order to maintain business continuity. The success of the company cannot be separated from the contribution of employees in carrying out their duties to achieve the goals that have been set. This is because employees are one of the most important assets in the company's operational process. In this case, employees become an inseparable element and are very necessary to ensure the sustainability of the organization in various situations.

Therefore, it is important to study and manage human resources, especially related to employee performance. In an effort to improve the quality of work results, companies are also reminded to pay attention to employee working conditions, such as the balance between personal life and work. In this imbalance as conveyed by (Apriyanti & Dirbawanto, 2021), can occur because employees spend too much time at work, thus disrupting the harmony between work time and

personal life. This shows that employee welfare not only affects individuals but also the achievement of company goals, both in terms of personal needs, the formation of social relationships, and recognition of competence in the world of work.

Research conducted by(Puspa et al., 2021), with the title "the influence of work-life balance on job satisfaction of Padang City Regional Disaster Management Agency employees" shows that work-life balance has a positive influence on job satisfaction of Padang City BPBD employees. However, this result is not in line with the findings of the study.(Lailatus Sa'adah et al., 2024)in a study entitled "the influence of competence, motivation and work life balance on employee job satisfaction at UD. Mahakarya farm sarimulyo" which concluded that work life balance does not have a significant influence on job satisfaction.

Research conducted by(Saputra et al., 2024)entitled "The Influence of Organizational Culture on Employee Job Satisfaction" concluded that organizational culture has a significant influence on employee job satisfaction. On the other hand, research conducted by (Yudha Praja., 2024)with the title "the influence of organizational culture, work facilities, and work discipline on ASN with job satisfaction as an intervening variable at the DPPUPP office of Situbondo Regency" found that organizational culture has a negative influence on employee job satisfaction.

Based on the gap research above, this research is entitled "The Influence of Work and Personal Life Balance on Employee Job Satisfaction at Honda Sanggar Laut Palopo".

METHODS

This study uses a quantitative approach that focuses on data collection and statistical analysis aimed at answering the researcher's questions and testing the hypothesis. Data collection was carried out using primary data. Scored with a Likert scale where each question is scored from (1) to (5). Written questions regarding all dependent variables of employee job satisfaction and independent variables of work-life balance and organizational culture. In this study, the population was employees of PT Honda Sanggar Laut Palopo with a total of 60 employees. The questionnaire was made using Google Form to facilitate distribution which resulted in the final sample. The sampling technique in this study used saturated sampling with a total of 52 employees of PT Honda Sanggar Laut Palopo. This study was conducted at PT Honda Sanggar Laut Palopo. After the data was collected, data analysis was carried out using the SmartPLS4 program to perform linear analysis, Validation and Reliability Tests, Descriptive Statistics, Composite Reliability Tests, Crombach's Alpha Tests, R-square Tests, Path Coefficient Estimation Tests and Hypothesis Tests, Convergent Validity Tests.

RESULTS AND DISCUSSION

Table 1

Validation and Reliability Test Results

Variables	Item	Factor loading	Information	Component Reliability
Balance Work	KK,1	0.830	Valid	0.944
	KK,2	0.889	Valid	
	KK,3	0.862	Valid	
	KK,4	0.910	Valid	
	KK,5	0.756	Valid	
	KK,6	0.903	Valid	
Culture Organization	BO,1	0.774	Valid	0.953
	BO,2	0.799	Valid	
	BO,3	0.909	Valid	
	BO,4	0.825	Valid	
	BO,5	0.885	Valid	
	BO,6	0.866	Valid	
	BO,7	0.825	Valid	
	BO,8	0.887	Valid	
Satisfaction Employee Work	KKK1	0.915	Valid	0.971
	KKK2	0.874	Valid	
	KKK3	0.917	Valid	
	KKK4	0.835	Valid	
	KKK5	0.933	Valid	
	KKK6	0.866	Valid	
	KKK7	0.888	Valid	
	KKK8	0.866	Valid	
	KKK9	0.850	Valid	
	KKK10	0.841	Valid	

According to (Ghozali et al., 2014) The data is said to be valid if the loading factor value is greater than 0.5. And the results of the validity test state that the statement indicators representing 3 variables are declared valid at a value > 0.5.

Analysis is considered reliable if it has a value *construct reliability* > 0.7. The results of this test indicate that the CR value on the work balance variable is 0.944, Work environment 0.953, and Employee job satisfaction 0.971. If all the reliability of the research instrument is greater than 0.7, this indicates that the instrument has good internal consistency.

DESCRIPTIVE STATISTICS

The analysis conducted can be in the form of data presentation in the form of regular tables, pie charts, frequency distributions, graphs or pictograms. Group explanations are conducted through mode, mean, and group variation calculated through range and deviation in order to describe the actual conditions of the variables of work balance, organizational culture, and employee job satisfaction. Measurement of respondents' answers is conducted using the following intervals.

$$\text{Interval} = \frac{\text{nilai maksimum} - \text{nilai minimum}}{\text{kelas interval}}$$

Table 2

Average value	Category
1.00-1.79	Strongly Disagree
1.80-2.59	Don't agree
3.00-3.39	Neutral
3.40-4.19	Agree
4.20-5.00	Strongly agree

In the descriptive statistical data variables, it can be seen by looking at the average value of each indicator that has been analyzed in this study, which can be seen in the following table.

Table 3
Descriptive Statistics of Work Balance Variables

		Frequency		And		Presentation			
KK	Strongly Disagree	Don't agree	Neutral	Agree	Strongly agree	Score	Average	Category	
KK 1	5	3	5	20	18	196	4.00	Agree	
	9.61%	5.76%	9.61%	38.46%	34.61%				
KK 2	5	1	5	21	19	201	4.00	Agree	
	9.61%	1.92%	9.61%	40.38%	36.53%				
KK 3	4	3	5	20	19	200	4.00	Agree	
	7.69%	5.76%	9.61%	38.46%	36.53%				
KK 4	5	2	6	25	13	191	4.00	Agree	
	9.61%	3.84%	11.53%	48.07%	25%				
KK 5	5	2	6	26	12	191	4.00	Agree	
	9.61%	3.84%	11.53%	50%	23.07%				
KK 6	2	3	5	26	15	202	4.00	Agree	
	3.84%	5.76%	9.61%	50%	28.84%				
Average		Total		4.00					

From the table above, descriptive statistics are part of the assessment of respondents for each variable item and also show their level of assessment of the work-life balance variable. The

average respondent assessment in this assessment reached 4.00, it can be said that the average respondent answered "Agree" to the statement related to the Work-Life Balance variable.

Table 4
 Descriptive Statistics of Organizational Culture Variables

BO	Frequency					Score	Flat-Flat	Category
	Very No Agree	No Agree	Neutral	Agree	Very Agree			
BO1	5 9.61%	3 5.76%	5 9.61%	20 38.46%	18 34.61%	196	4.00	Agree
BO2	5 9.61%	1 1.92%	5 9.61%	21 40.38%	20 38.46%	206	4.00	Agree
BO3	4 7.69%	3 5.76%	5 9.61%	21 40.38%	19 36.53%	204	4.00	Agree
BO4	5 9.61%	2 3.84%	6 11.53%	26 50%	13 25%	196	4.00	Agree
BO5	5 9.61%	2 3.84%	6 11.53%	27 51.92%	12 23.07%	195	4.00	Agree
BO6	2 3.84%	3 5.76%	5 9.61%	27 51.92%	15 28.84%	206	4.00	Agree
BO7	3 5.76%	3 5.76%	5 9.61%	21 40.38%	20 38.46%	208	4.00	Agree
BO8	4 7.68%	3 5.76%	4 7.68%	24 46.15%	17 32.69%	203	4.00	Agree
		Average	Total					
							4.00	

From the table above it is shown that descriptive statistics are part of the assessment of respondents for each variable item also shows their level of assessment of the organizational culture variable. The average assessment of respondents in this study reached 4.00, it can be said that the average respondent answered "Agree" to the statement related to the organizational culture variable.

Table 5
Descriptive Statistics of Employee Job Satisfaction Variables

	Frequency	And	Presentation					
KKK	Very Don't agree	Don't agree	Neutral	Agree	Strongly agree	Score	Flat-Flat	Category
KKK1	5	3	5	20	19	201	4.00	Agree
	9.61%	5.76%	9.61%	38.46%	36.53%			
KKK2	5	1	5	21	20	206	4.00	Agree
	9.61%	1.92%	9.61%	40.38%	38.46%			
KKK3	4	3	5	21	19	205	4.00	Agree
	7.69%	5.76%	9.61%	40.38%	36.53%			
KKK4	5	1	6	26	13	194	4.00	Agree
	9.61%	1.92%	11.53%	50%	25%			
KKK5	5	2	6	27	12	220	4.07	Agree
	9.61%	3.84%	11.53%	51.92%	23.07%			
KKK6	2	3	5	27	15	206	4.00	Agree
	3.84%	5.76%	9.61%	51.92%	28.84%			
KKK7	3	3	5	21	20	208	4.00	Agree
	5.76%	5.76%	9.61%	40.38%	38.46%			
KKK8	4	3	4	24	17	199	4.00	Agree
	7.69%	5.76%	7.69%	46.15%	32.69%			
KKK9	3	5	5	22	17	201	4.00	Agree
	5.76%	9.61%	9.61%	42.30%	32.69%			
KKK10	5	2	6	21	21	216	4.05	Agree
	9.61%	3.76%	11.53%	40.38%	40.38%			
	Average	Total					4,012	

From the table above it is shown that descriptive statistics are part of the assessment of respondents for each variable item also shows their level of assessment of the employee job satisfaction variable. The average assessment of respondents in this study reached 4.012, it can be said that the average respondent answered "Agree" to the statement related to the Employee Job Satisfaction variable.

Convergent validity test results

An indicator of a research variable is assumed to be valid if it has an outer loading value >0.70 on each correlation between the latent variable and each of its manifest variables. Thus, when the outer loading value is >0.70 , the indicator item or its manifest variable must be eliminated before conducting further testing.

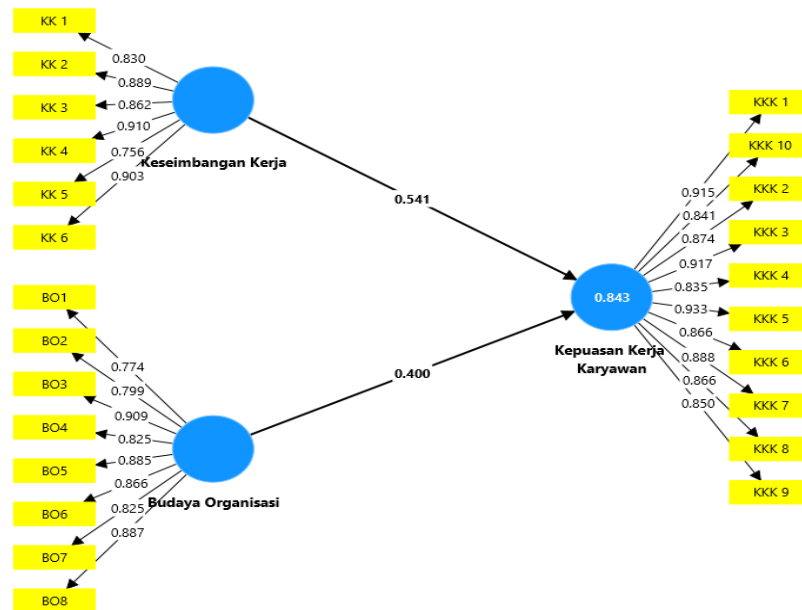


Figure 2 Measurement model test

Based on Figure 2, the convergent validity criteria have been met because the outer loading of each indicator item of each latent variable has a value of 0.70, so that these items can be said to be valid, this proves that the construct is measured well.

Composite Reliability Test Results

Composite Reliability (CR) test aims to assess the internal consistency of a latent construct by ensuring that the indicators work consistently in reflecting the intended concept. A high CR value indicates a reliable construct, while a low value indicates indicators that may be irrelevant. As a complement to Cronbach's Alpha, CR takes into account the weight of the indicators based on their loading factors, thus providing more accurate results. If the CR value is adequate, the model is considered reliable, but if not, revisions to the indicators or constructs are needed. The main purpose of CR is to ensure that the results of the analysis accurately reflect the relationships between latent variables to support research decisions.

Table 6. Composite Reliability Test Results

Variables	Composite Reliability
Work Life Balance	0.935
Organizational culture	0.946
Employee Job Satisfaction	0.968

The results of the composite reliability test can be seen from the table above which shows that the work balance variable has a value of 0.935, the organizational culture variable has a value of 0.946, and the employee job satisfaction variable has a value of 0.968. This shows that the composite reliability value is greater than 0.70.

Cronbach's Alpha Test Results

Cronbach's Alpha test aims to assess the internal consistency of indicators in measuring latent constructs. High values indicate good consistency, while low values indicate indicators that are less appropriate. This test provides an overview of reliability with the assumption that the indicator weights are the same, but is often complemented by Composite Reliability (CR) for more accurate results. Overall, this test ensures that the construct has adequate consistency so that the data can produce valid analysis.

Table 7. Cronbach's Alpha Test Results

Variables	<i>Cronbach's Alpha</i>
Work Life Balance	0.929
Organizational culture	0.943
Employee Job Satisfaction	0.967

The results of the Cronbach's alpha test can be seen from the table above which shows that the work balance variable has a value of 0.929, the organizational culture variable has a value of 0.943, and the employee job satisfaction variable has a value of 0.967. This shows that all variables have good Cronbach's alpha values.

R-Square Test Results

The purpose of the R-square (R^2) test is to measure how much of the variability in the dependent variable can be explained by the independent variables in the model. A high R^2 value indicates a strong model and is able to explain the relationship between variables well, while a low R^2 value indicates a model that is less effective in explaining data variability. R^2 is used to assess model quality in PLS-SEM.

Table 8. R-Square Test Results

	R-square	Adjusted R-square
Employee Job Satisfaction	0.843	0.837

The R-square value obtained from this research model is 0.843, which means that the model has a good level of goodness of fit. This value also shows that the employee job satisfaction variable can be explained by the two variables used, namely work balance and organizational culture by 84.3%.

Path Coefficient Estimation and Hypothesis Testing

The estimated value of the path correlation or also called the path coefficient estimation can be obtained through one of the bootstrapping procedure variables. The path coefficient estimation involves measuring the strength and significance of the correlation between variables built in the model. Meanwhile, to evaluate the significance of the path coefficient, the t-statistic value must be greater than 1.96.

In addition to the estimation of the significance path coefficients, the output results *bootstrapping* will show the p-value of each construct in the model. The purpose of the p-value is as a measure of decision making to reject or accept the hypothesis that has been proposed. If the results show a p-value ≤ 0.05 (significant), the alternative hypothesis (H_a) is accepted, and vice versa if the p-value ≥ 0.05 (not significant), (H_o) is rejected.

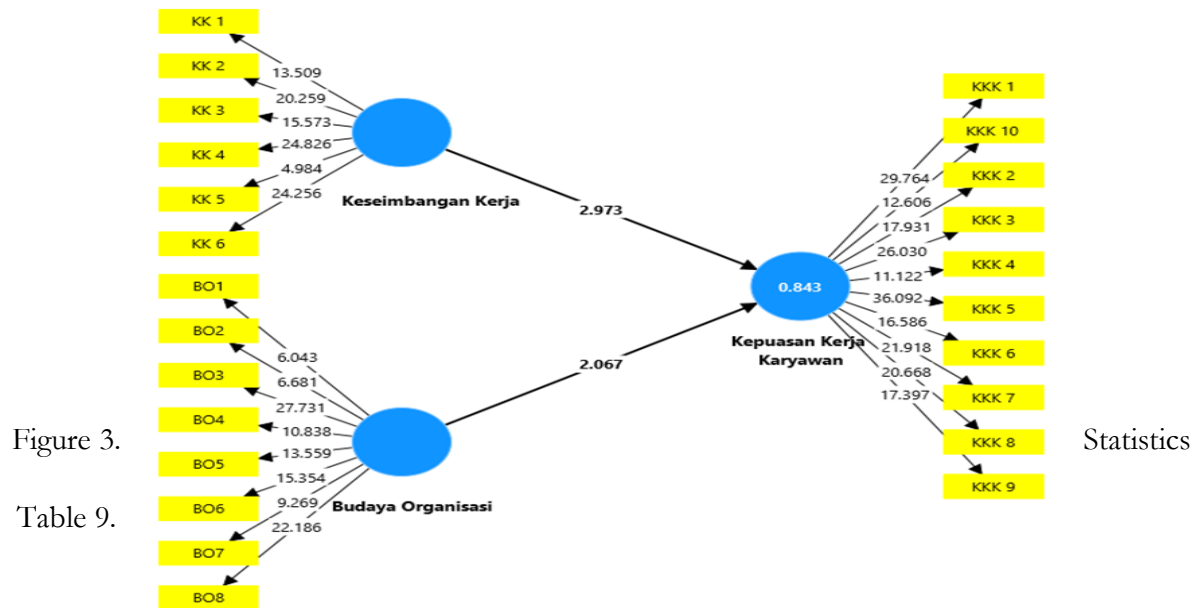


Figure 3.

Table 9.

Hypothesis Testing Results

Variables	Original Sample	Sample mean	Standard Deviation	T-Statistic	P-Values	Description
Work Balance → Employee Job Satisfaction	0.541	0.536	0.182	2,973	0.003	Significant
Organizational Culture → Employee Job Satisfaction	0.400	0.408	0.194	2,067	0.039	Significant

Based on the table above, it shows that the parameter coefficient is 0.541, meaning that there is a positive influence of work balance on employee job satisfaction directly. Every one unit increase in employee work balance will contribute to increasing employee job satisfaction by 0.541. The t-statistic value of $2.973 \geq 1.96$ and the p-value reaching $0.0003 \leq 0.05$ confirms that the resulting influence is statistically significant so that the first hypothesis (H1) is accepted.

The parameter coefficient value reaches 0.400, meaning that there is a positive influence of organizational culture on employee job satisfaction. Every organizational culture increase of one unit will contribute to increasing employee job satisfaction by 0.400. The t-statistic value of $2.067 \geq 1.96$ and the p-value of $0.039 \leq 0.05$ indicate that the resulting influence is statistically significant so that the second hypothesis (H2) is accepted.

Discussion

The results of this study indicate that work balance and organizational culture have a significant influence on employee job satisfaction at PT Honda Sanggar Laut Palopo. Based on multiple linear regression analysis, these two independent variables together provide a major contribution to employee job satisfaction. This discussion will outline the main findings of the study, managerial implications, as well as limitations of the study and recommendations for future research.

1. The Influence of Work Balance on Employee Job Satisfaction

Work-life balance has a positive and significant impact on employee job satisfaction. Employees who are able to manage the balance between work and personal life tend to be more satisfied with their jobs. This result is in line with previous research conducted by (Puspa et al., 2021) which states

that the balance of job satisfaction has a positive influence on employee job satisfaction. The results of the study (Wuarlima et al., 2019) also shows that work-life balance has a significant effect on employee job satisfaction.

The concept of work balance includes three main aspects: time balance, involvement balance, and satisfaction balance. Time balance refers to the proportion of time given to work and non-work activities. Involvement balance reflects how individuals divide their attention proportionally between work and other aspects of life without experiencing role conflict. Satisfaction balance indicates the extent to which individuals are satisfied with their roles at work and in their personal lives.

If work-life balance is not maintained, employees can experience physical and mental fatigue, which negatively impacts their motivation and productivity. Therefore, companies need to provide flexibility in work schedules, leave policies that support work-life balance, and welfare facilities for employees to increase job satisfaction..

2. The Influence of Organizational Culture on Employee Job Satisfaction

In addition to work balance, organizational culture also has a positive and significant influence on employee job satisfaction. A strong and positive organizational culture can create a conducive work environment, which ultimately increases employee loyalty and work motivation. These results are in line with research (Saputra et al., 2024) which states that organizational culture has a positive and significant influence on employee job satisfaction. The results of the research conducted by (Dewi & Supartawan, 2023) also shows that organizational culture variables have a positive and significant influence on employee job satisfaction.

A good organizational culture is characterized by several key factors, such as innovation and risk-taking, results-oriented, concern for employee well-being, and supportive leadership. If the organizational culture is not in line with employee values and expectations, this can lead to dissatisfaction and increased turnover rates. Therefore, companies must ensure that the organizational culture implemented can improve employee well-being and job satisfaction.

CONCLUSION

The results of this study indicate that work-life balance has a significant effect on employee job satisfaction at PT Honda Sanggar Laut Palopo, and organizational culture has a significant effect on employee job satisfaction at PT Honda Sanggar Laut Palopo. A good work-life balance allows employees to manage their professional and personal lives optimally, thereby increasing job satisfaction. In addition, a positive organizational culture creates a conducive work environment, which encourages employee engagement and loyalty. Therefore, companies must implement policies that support work-life balance and strengthen a positive organizational culture in order to increase employee job satisfaction and productivity. Further research is expected to explore other factors that influence job satisfaction in order to provide a more comprehensive understanding of the factors that contribute to employee well-being and work motivation.

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