

**THE INFLUENCE OF *IWORK LIFE BALANCE*, WORK ENVIRONMENT, AND
ORGANIZATIONAL CULTURE ON EMPLOYEE JOB SATISFACTION AT PT
PLN (PERSERO) SERVICE IMPLEMENTATION UNIT
CUSTOMER (UP3) TEGAL**

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ABSTRACT

Nisa Apriliani. 2023. The Effect of Work Life Balance, Work Environment, and Organizational Culture on Employee Job Satisfaction at PT PLN (Persero) UP3 Tegal.

In an effort to increase job satisfaction, it is a good idea for companies to implement work life balance, because it is very important for companies to realize that employees not only face roles and problems at work, but also outside of work. Apart from that, the work environment and organizational culture also need to be considered because a good organizational environment and culture can foster a sense of comfort in employees so that they can maximize their work. The aim of this research is to find out whether work life balance, work environment and organizational culture simultaneously influence employee job satisfaction at PT. PLN (PERSERO) UP3 Tegal.

The research method used is a quantitative method. Primary data was obtained from a questionnaire using a saturated sample method or another term census of 60 respondents. The data analysis method used is multiple linear analysis, it test, if test and analysis of the coefficient of determination.

The results of the study show 1) work life balance affects employee job satisfaction at PT. PLN (PERSERO) UP3 Tegal. Evidenced by a significant value of 0.000. 2) The work environment influences employee job satisfaction at PT. PLN (PERSERO) UP3 Tegal. Evidenced by a significant value of 0.020. 3) Organizational culture influences employee job satisfaction at PT. PLN (PERSERO) UP3 Tegal. Evidenced by a significant value of 0.001. 4) Work life balance, work environment, and organizational culture simultaneously influence employee job satisfaction at PT. PLN (PERSERO) UP3 Tegal. Evidenced by a significant value of 0.000.

The conclusions of this study are 1) Work life balance affects employee job satisfaction at PT. PLN (PERSERO) UP3 Tegal. 2) The work environment influences employee job satisfaction at PT. PLN (PERSERO) UP3 Tegal. 3) Organizational culture influences employee job satisfaction at PT. PLN (PERSERO) UP3 Tegal. 4) Work life balance, work environment, and organizational culture simultaneously influence employee job satisfaction at PT. PLN (PERSERO) UP3 Tegal.

Keywords: Work Life Balance, Work Environment, Organizational Culture, Satisfaction

ABSTRACT

Nisa Apriliani. 2023. The Influence of Work Life Balance, Work Environment, and Organizational Culture on Employee Job Satisfaction at PT PLN (Persero) Customer Service Implementation Unit (UP3) Tegal.

In an effort to increase job satisfaction, companies should implement work-life balance, because this is very important for companies to realize that employees not only face problems at work, but also outside of their jobs. In addition, the work environment and organizational culture also need to be considered because the environment and culture of the organization can foster a sense of comfort in employees so that they can maximize their work. The purpose of this research is to find out whether work-life balance, work environment, and culture simultaneously affect job satisfaction in PT.PLN (PERSERO) in Tegal.

The iyang iyang idiken research method is iquantitative method. iPrimary data was obtained from the questionnaire by using the iselection method isample isaturation ior item iothers isensus ias many as i60 respondents. The idata analysis methods used are ibinary iber analysis, iuji it, iuji iF idan iquot iquot idetermination iefficient analysis.

The results of this research show that 1) work-life balance has an effect on employee job satisfaction at PT. PLN (PERSERO) UP3 Tegal. It is proven by a significant value of 0.000. 2) The work environment affects employee job satisfaction at PT. PLN (PERSERO) UP3 Tegal. It is evidenced by a significant value of 0.020. 3) Organizational culture affects employee job satisfaction at PT. PLN (PERSERO) UP3 Tegal. It is proven by a significant value of 0.001. 4) Work-life balance, work environment, and organizational culture have a simultaneous effect on employee job satisfaction at PT. PLN (PERSERO) UP3 Tegal. It is proven by a significant value of 0.000.

The conclusions of this study are 1) Work-life balance affects employee job satisfaction at PT. PLN (PERSERO) UP3 Tegal. 2) The work environment affects employee job satisfaction at PT. PLN (PERSERO) UP3 Tegal. 3) Organizational culture affects employee job satisfaction at PT. PLN (PERSERO) UP3 Tegal. 4) Work-life balance, work environment, and organizational culture have a simultaneous effect on employee job satisfaction at PT. PLN (PERSERO) UP3 Tegal.

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A. INTRODUCTION

1.1 Background of the Problem

Human resources are the most important part of the organization, in essence they function as a driving factor for every activity in the company. An organization in carrying out its activities is to achieve the desired objectives, it is necessary to have good management, especially human resources, because human resources are the main resources in planning, organizing, directing and driving the factors in an organization. Resource management is understood as the design of informal systems in an organization to ensure the effective use of human resources and the inefficient use of human resources to achieve organizational goals. iManagement of human resources is related to various activities of organizations or institutions, whether government or private, such as selection of employees, admissions, training, development, payroll, evaluation, promotion, termination of employment relations (PHK), and so on.

In an effort to increase job satisfaction, the company is not good to implement iwork ilife ibalance, because this is very important for the company to realize that the employee is not only facing the role and problems in the job, but also outside the job. iSingh idan iKhanna i(2011) istate iwork ilife ibalance ias ibroad concept iyang iinvolve idetermination ipriority iyang iprecise iantara i"work" i (career idan ambition) ipada isatu isisi idan i"life" i (happiness, itime iuang, ifamily idan ispiritual development) idi isisi iother. iJob satisfaction is important because employees in an organization are the most dominant factors in determining the success or failure of organizational activities. iEmployee job satisfaction must be created as best as possible in order to be immoral at work, dedication, love and high work discipline.

The condition of the work environment is not advice can cause employees to be easily stressed, not enthusiastic to work, too late, so vice versa if the work environment is advice, then the employees are of course enthusiastic at work, not easy to get sick, easy to concentrate, so that the work becomes quick to finish in accordance with the target. iThe environment in this matter is such as icoloring iroom, lighting, ikeke, itata iruang, i welfare iemployee, iatmosphere at work, iantar iantar i, etc. According to iAfandi i(2016:51) the work environment is something that is not in the environment of the workers that can affect their independence in carrying out their duties such as temperature, humidity, ventilation, lighting, cleanliness, cleanliness of the workplace and inadequate or inadequate work equipment. iSedarmayanti i(2016:22) istates that the work environment is divided into i2 i2 itypes, namely: i) i) ii. iwith superiors, isama irekan iwork, ior irelationship iwith subordinates.

The organizational culture is a habit, a tradition, a way of doing something, and most of it comes from the founder of the organization. iThe process of creating iculture iorganizational ioccurs i3 iway, inamely: i(1) ifounder ionly irecruit idan iretain iemployees iyi have i one iidea i one ii i one ii i, i(2) ifounder iiindoctrination idan isocialize iway i think ias i behave ithey i, i(3) i(3) The behavior of the founder is acting as a model, the role is to encourage employees to identify themselves and internalize their beliefs, beliefs and assumptions (Sunyoto, i2013:226-227).

Based on the results of my observations made by the researcher, I can see that several employees of the iPT. iPLN i(PERSERO) iUP3 iTegal ioften i feel that the burden of work that i give i company i too much i so that i do not have i time i for my family and my own self. In addition, employees are still doing their jobs outside of their working hours. Then iPT. iPLN i(PERSERO) iUP3 iTegal iTegal i'm also experiencing difficulties in completing their work i'm on time i'because of the lack of i'm supporting their work i'e.g. ilighting i'i'm lacking i'm because of the number of i'm lights i'm in the room i'm damaged, iAC i'in i'm in i'm not functioning i'm doing i'm doing i'm not doing it at the right time i'm because i'm doing the i'm doing the infrastructure i'm not supporting my work i'm because i'm lighting i'm lacking i'm because of the number of i'm lights i'm in the room i'm damaged, i'm in i'm in i'm not functioning i'm doing i'm i'm doing The completion of the work. In addition, the work of the leaders is felt to be less friendly so that the cooperation of the team is difficult to create.

The following is idata imonitoring iPLN iDaily iEmployee iPT. iPLN i(Persero) iUnit iPelaksana iJasa iCustomer i(UP3) iTegal.

Table i1
iPresence Monitoring iPLN iDaily iEmployee iPT.PLN i(Persero) iUnit
iPelaksana iCustomer Service i(UP3) iTegal
iMonth iJanuary-December i2022 Period

Moon	Number of i-Days iWork	Number of iPresence ILost	Number of Active iPresence	Percentage
January	21	57	3192	1,79%
February	18	1104	2736	3,80%
March	22	326	3344	9,75%
April	19	261	2888	9,04%
May	15	112	2280	4,91%
June	21	297	3192	9,30%
July	21	75	3192	2,35%
August	22	164	3344	4,90%
September	22	210	3344	6,28%
October	21	231	3192	7,24%
November	22	190	3344	5,68%
December	22	154	3344	4,61%

iSource i: iPLN iDaily idan iSAP Application

Based on i data imonitoring iPLN iDaily iEmployee iPT iPLN i(Persero) iUnit iExecutor iCustomer Service i(UP3) iTegal iwith a total i152 iemployees, iobtained ipercentage iDuy ishows the number of iemployees iBeli iBeli iActivity. iObtained idata on the number of employees iDAY iNOT iREVIEW iPLN iDaily iPLN iDaily iDAILY iMANY i9.75% iMOST iMARCH iMONTH. iHigh absenteeism reduces the number of employees who work so that it reduces the effectiveness of work because of the shortage of workers. iShortage of employees with the burden of work is one of the factors of employee dissatisfaction.

Based on the background of idi iatas i, the researcher gave the title ithis iresearch i"The influence of iWork iLife iBalance, iWork Environment, iDan iCulture iOrganizational iTowards iJob Satisfaction of Employees iDi iPT. PLN i(PERSERO) iUnit iPelaksana iJasa iCustomer i(UP3) i iTegal".

1.2 iProblem Formulation

Based on the background above, the formulation of the problem in this research is:

1. Does iwork ilife ibalance affect iemployee job satisfaction idi iPT.PLN i(PERSERO) iUnit iExecutor iCustomer iService i(UP3) iTegal?
2. Does the work environment affect the job satisfaction of iemployees idi iPT.PLN i(PERSERO) iUnit iImplementer iCustomer Service i(UP3) iTegal?
3. Does iculture of iOrganisation affect iEmployee Job Satisfaction iPT PLN i(PERSERO) iUnit iImplementer iCustomer Service i(UP3) iTegal?
4. Does iwork ilife ibalance, iwork environment, idan iculture iorganizational iInfluence isimultaneously ion iemployee job satisfaction idi iPT.PLN i(PERSERO) iUnit iImplementer iCustomer Service i(UP3) iTegal?

1.3 Objectives of iResearch

The objectives of this research are:

1. To find out if iwork ilife ibalance iaffects iemployee job satisfaction idi iPT.PLN i(PERSERO) iUnit iPelaksana iCustomer Service i(UP3) iTegal.
2. To find out if the work environment affects the job satisfaction of employees idi iPT.PLN i(PERSERO) iUnit iExecutor iCustomer Service i(UP3) iTegal.

3. To find out if culture organizational influence employee job satisfaction id iPT.PLN (PERSERO) Unit Executor Customer Service (UP3) Tegal.
4. To find out work life balance, work environment, and culture organizational balance, simultaneous influence on employee job satisfaction id iPT.PLN (PERSERO) Unit Implementer Customer Service (UP3) Tegal.

B. TIJAUAN iPUSTAKA

2.1 Foundations of iTheory

1. Work iLife iBalance i

According to Kadarisman (2016:61), iBalance iLife iBalance is the level of Satisfaction iBalance which is related to role iGanda iBalance in a person's life.

2. iWork Environment

According to Afandi (2016:51) the work environment is something that is not in the environment of the workers that can affect their independence in carrying out their duties such as temperature, humidity, ventilation, lighting, emotion, cleanliness of the workplace and inadequate or inadequate work equipment.

3. iOrganizational Culture

Wirawan (2007:10), defines organizational culture as norms, values, assumptions, beliefs, philosophy, organizational habits, which is developed in a long period of time by the founder, leader, and members of an organization.

4. iJob Satisfaction

According to Mangkunegara (2017:117), job satisfaction is a feeling that is supportive or not supporting the employee's self-related relationship with his job or with his or her own condition.

2.2 Previous Research

In this study, the researcher looked at some examples of references from previous studies. Here is an example of reference from the previous research:

1. The research was conducted by Maslichah and Kadarisman (2017) stated that a partial variable of work life balance has a significant effect on job satisfaction by 0.307, variable I of the work environment has a significant effect on job satisfaction of 0.416, variable of non-physical work environment has a significant effect on job satisfaction of 1,346.
2. The research was conducted by Kartika Sari (2020), the results of the research showed that variables of work life balance to job satisfaction produce significance. It was $10.035 < 10.051$ and the variable I of the work environment on the satisfaction of work produced a significance value IT was $0.000 < 10.005$.
3. The research was conducted by Sofia Ningsih (2022), the results of the research showed that: (1) Personality has a positive effect and significant on job satisfaction (2) Work life balance influence positive and significant on job satisfaction (3) Culture organizational influence positively and significantly on job satisfaction.
4. My research was conducted by Runtu, et al. (2022), the results of the research shows that Work Environment positively and significantly affect Work Satisfaction, Work Life Balance positively and significantly affect Work Satisfaction

iWork iPositively iSignificant to iJob Satisfaction, iEnvironment iWork idan iWork iLife iBalance ipositively i91.2% to iJob Satisfaction.

5. My research was conducted by Murwida, et al. I (2022), the results of my research show that i, partially iwork, ilife ibalance, i have a significant i, positive i effect on i job satisfaction. iWork environment has a significant effect on job satisfaction. iSimultaneously, iwork ilife ibalance and iwork environment isignificantly affect i job satisfaction.
6. My research was conducted by Paramita, et al. i(2013), iresults iresearch shows i that i. partially iculture iorganization i i workenvironment ihave a significant ipositive effect i i jobsatisfaction.
7. My research was conducted by Suseptyo, et al. i(2014), iThe results in this study show that the variables of organizational culture and work environment have a significant influence on employee jobsatisfaction. In addition, the variables of organizational culture and work environment have also been proven to have a significant influence on employee performance. This is the case with jobsatisfaction which is also found to have a significant influence on the performance of iPT employees. iBank iMuamalat iIndonesia iiConsumer Division iiBranch Area iSurabaya. Thus it can be concluded that all the hypotheses in the research are proven to be true.
8. The research was conducted by Didik iJoko iPitoyo i (2022), the results of the research i found iwork ilife ibalance ihave a positive isignificant effect on satisfaction, iwork environment ihave a positive effect iisignificant ion satisfaction. iSimultaneously iwork ilife ibalance and i work environment isignificantly affect i jobsatisfaction.
9. The research was conducted by Tiwi iNofitasari i (2021), the results of the study showed that the variable i organizational culture ihad a significant effecti on job satisfaction, iVariable i work environment ihad an effect iSignificant ion job satisfaction, iVariable i work ethic idoes not affect ion job satisfaction. iVariables iorganizational culture, work environment idan iwork ethic ijointly ihave a significant effect ion satisfaction

C. iRESEARCH METHOD

3.1 Types of iResearch

In this research, the approach used is an iantistatic approach. iSulyianto i(2018:20) imentioned ii,

3.2 iSample population

The population is a problem of istatistical i. iDefinition of ipopulation in general is a set of idata ithat indicates the presence of ifenomene ispecific i(Santoso, i2016:4). iPada iresearch iini the population is iEmployees iDi iPT.PLN i(PERSERO) iUnit iExecutors iCustomer Services i(UP3) iTegal iyang the number is i152 people. iSampling technique iusing irandom isampling method iby using the islovin formula, iwith the number of respondents i60.

3.3 iData Collection Technique

The technique of data collection in this research is by using questionnaires as primary data. iQuestionnaire i (questionnaire) is a technique to collect data by giving a set of questions or a written statement to the respondents for their answers (Sugiyono, i2017:199).

3.4 iData Analysis Technique

idata analysis a simplification of ikei data in i form that is easy to understand, read and interpret. iData ithat is analyzed is idata that is collected ifrom the results of

field research to draw conclusions. iData analysis in this research uses multiple linear regression analysis, including it, including it if it is an iefficient idetermination.

D. iDAN iDAN RESEARCH RESULTS iDISCUSSION

1. The influence of *work life balance* on job satisfaction

Based on the results of H_1 it is concluded that H_0 is rejected. Based on the results of the t test, then the H_1 hypothesis is accepted. So, it can be concluded that work life balance affects work employee job satisfaction in PT.PLN (PERSERO) UP3 Tegal. i

2. The influence of the workenvironment on jobsatisfaction

Based on the results of the variable work environment to job satisfaction obtained it is calculated $t = 2.390$ and $t_{0.020}$, i.e. $t > t_{0.020}$ is rejected. Based on the results of the test, then the H_2 hypothesis is accepted. So, it can be concluded that the work environment has an effect on the job satisfaction of employees of PT.PLN (PERSERO) UP3 Tegal.

3. The influence of organizational culture on job satisfaction

Based on the results of the test, it is variable, culture organizational job satisfaction is, $i_1 = 3.402$, $i_2 = 3.402$ and $i_3 = 0.001$, $i_4 = 0$, $i_5 = 0$, $i_6 = 0$, $i_7 = 0$. Based on the results of the test, the H_3 hypothesis is accepted. So, it can be concluded that culture organizational influence employee job satisfaction in PT.PLN (PERSERO) UPT3 Tegal.

4. The Influence of iWork iLife iBalance, iWork Environment, idan iCulture iOrganizational i Simultaneously ion iJob Satisfaction

E. Conclusion dan Saran

5.1 Conclusion

Based on the results of the analysis and the testing of the hypothesis, it can be concluded that the results of the research are as follows:

1. There is an influence of work-life balance on employee job satisfaction in PT.PLN (PERSERO) Unit Pelaksana Customer Service (UP3) Tegal. i
2. There is an influence of the work environment on i, an effect on the job satisfaction of employees PT.PLN (PERSERO) Unit Implementer Customer Services (UP3) Tegal. i
3. There is an influence of culture on organizational influence on employee job satisfaction in PT.PLN (PERSERO) Unit Pelaksana Customer Service (UP3) Tegal.
4. There is an influence of work-life balance, work environment, and culture on organizational simultaneous influence on job satisfaction of employees in PT.PLN (PERSERO) Unit Pelaksana Customer Service (UP3) Tegal.

5.2 Suggestion

Based on the conclusion of the above statement, then it can be conveyed as follows:

1. For iAgencies

- a. The variable iwork ilife ibalance i affects i job satisfaction iemployees, iTherefore i should iPT.PLN i(PERSERO) iUnit iImplementer iService iCustomer i(UP3) iTegal icontinue to maintain isatisfaction iwork iemployees ithrough iwork ilife ibalance i i by improving icomfort i conditions i i working i employees iby considering iseveral things iincluding i like abuilding, i layout ilocation iroom ioffice ialreadyi according to i iemloyeeeneeds ior inot ii, idan iconcept iantan irepetition i i iemloyeeroom. By considering these things, youcan improve yourwork, your life, your balance, your balance, your satisfaction.
- b. The variable of the work environment affects the job satisfaction of the employee, because itshould be iPT.PLN i(PERSERO) iUnit iImplementer iServiceiCustomer i(UP3) iTegal icontinue to maintain isatisfaction iworki by creating i i work environment ithat is comfortable, i facilitating iemployees i tostrengthen i relationships icolleagues i work, i developingi skills i i ability i employees.
- c. The variable iculture iorganization iinfluences iemployee job satisfaction, iTherefore ishould iPT.PLN i(PERSERO) iUnit iImplementer iService iCustomer i(UP3) iTegal icontinue to maintain isatisfaction iwork iby improving ithe value of the company's iculture i iemployees ifor example ipay more attention to i things around iemployees iincluding iaffairs ii outside of work, ilike i personal life, So that Iemployees feel that Iget my attentionfrom my companyand I hope that Ican increase my job satisfaction iemployees.

2. For iResearcher iNext

For the next researcher, this is the way to study the variables that are outside the variables of this research, for example about compensation, work burden, work motivation, etc. This is expected to be able to identify the factors that affect the increase in employee job satisfaction.

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