

**THE INFLUENCE OF *WORK 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 selection method or another item census of 60 respondents. The data analysis method used is multiple linear analysis, t test, F test and analysis of variance 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 organizational culture simultaneously affect job satisfaction at PT. PLN (PERSERO) UP3 Tegal.

The research method is quantitative method. Primary data was obtained from the questionnaire by using the selection method sample saturation for other census as many as 60 respondents. The data analysis methods used are binary regression analysis, t-test, and determination coefficient 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.

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

## 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. Management 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 work-life balance, 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. Singh and Khanna (2011) state work-life balance as a broad concept which involves determination of priority which is precise and clear. It includes "work" (career and ambition) and "life" (happiness, time, money, family and spiritual development) and other. Job satisfaction is important because employees in an organization are the most dominant factors in determining the success or failure of organizational activities. Employee 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. The environment in this matter is such as coloring room, lighting, etc. 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, cleanliness, cleanliness of the workplace and inadequate or inadequate work equipment. Sedarmayanti (2016:22) states that the work environment is divided into two types, namely: i) with superiors, is a relationship with 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. The process of creating organizational culture occurs in three ways, namely: (1) founder only recruit and retain employees who have one idea one way, (2) founder indoctrination and socialize way they think and behave, (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, 2013:226-227).

Based on the results of my observations made by the researcher, I can see that several employees of the PT. PLN (PERSERO) UP3 Tegall often feel that the burden of work that I give a company is too much so that I do not have time for my family and my own self. In addition, employees are still doing their jobs outside of their working hours. Then PT. PLN (PERSERO) UP3 Tegall I'm also experiencing difficulties in completing their work on time because of the lack of supporting their work e.g. lighting is lacking because of the number of lights in the room is damaged, AC is not functioning I'm doing I'm not doing it at the right time because I'm doing the infrastructure is not supporting my work because lighting is lacking because of the number of lights in the room is damaged, I'm in I'm not functioning I'm doing 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 data monitoring PLN Daily Employee PT. PLN (Persero) Unit Pelaksana Jasa Customer (UP3) Tegall.

**Table 1**  
**Presence Monitoring PLN Daily Employee PT. PLN (Persero) Unit**  
**Pelaksana Customer Service (UP3) Tegall**  
**Month January-December 2022 Period**

| Moon      | Number of<br>i-Days<br>iWork | Number of<br>iPresence<br>ILost | Number of<br>Active<br>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 ishow 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) 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 di IPT.PLN (PERSERO) Unit Executor Customer Service (UP3) Tegal.
4. To find out if work life balance, work environment, dan culture organizational balance i, simultaneous influence on employee job satisfaction di IPT.PLN (PERSERO) Unit Implementer Customer Service (UP3) Tegal.

## B. TIJAUAN PUSTAKA

### 2.1 Foundations of Theory

#### 1. *Work Life Balance*

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

#### 2. *Work 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. *Organizational Culture*

Wirawan (2007:10), defines organizational culture as norma, values, assumptions, beliefs, philosophy, organizational habits, yang that is developed in a long period of time by the founder, leader, dan angota organization.

#### 4. *Job 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 dan Kadarisman (2017) stated thativariate partial variable work life balance insignificant effect on job satisfaction by 0.307, variable Variable I of the work environment I has a significant effect on job satisfaction of 0.416, variable of non-physical work environment i has a significant effect on job satisfaction i of 0.1346.
2. The research was conducted by Yayang Kartika Sari (2020), the results of the research showed that variables variables work life balance to job satisfaction iproduce isignificance i It was  $0.035 < 0.05$  and the variable I of the work environment I on the satisfaction of work i produced i Significance value IT I was  $0.000 < 0.005$ .
3. The research was conducted by Sofia Ningsih (2022), the results of the research showed that: (1) Personality ihas an ipositive effect and isignificant ion job satisfaction (2) Work life Balance iInfluence ipositive iand isignificant ion job satisfaction (3) Culture iOrganizational iInfluencei positively and isignificantly ion i job satisfaction.
4. My research was conducted by Runtu, et al. (2022), iResults iresearch shows that iWork Environment iPositively and iSignificantly iAffect iWork iSatisfaction, iWork iLife iBalance iPositively and Significantly iAffect iWork iSatisfaction

- Work Positively Significant to Job Satisfaction, Work Environment dan Work Life Balance positively 91.2% to Job Satisfaction.
5. My research was conducted by Murwida, et al. (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 iand iwork environment isignificantly affect i job satisfaction.
  6. My research was conducted by IParamita, et al. (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 Susetyo, et al. (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 isignificant ion satisfaction. iSimultaneously iwork ilife ibalance iand 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 effect i 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. RESEARCH METHOD

### 3.1 Types of Research

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

### 3.2 iSample population

The population is a problem of i statistical 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 aset of questions or a written statement to the respondents for their answers (Sugiyono, i2017:199).

### 3.4 iData Analysis Technique

idata analysis is a simplification of i kei 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



## 5.2 Suggestion

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

### 1. For Agencies

- a. The variable *work life balance* affects *job satisfaction* employees, therefore it should *PT. PLN (PERSERO) Unit Implementer Service Customer (UP3) Tegal* continue to maintain *satisfaction* *work* employees *through* *work life balance* by improving *comfort* *conditions* *working* employees *by* considering *several things* including *like* *building*, *layout* *location* *room* *office* *already* according to *employee needs* *or* *not* *it*, *and* *concept* *often* *repetition* *it* *employee room*. By considering these things, you can improve your work, your life, your balance, your balance, your satisfaction.
- b. The variable of the work environment affects the job satisfaction of the employee, because it should be *PT. PLN (PERSERO) Unit Implementer Service Customer (UP3) Tegal* continue to maintain *satisfaction* *work* by creating *it* *work environment* *that* is comfortable, *facilitating* employees *to* *strengthen* *relationships* *colleagues* *work*, *developing* *skills* *it* *ability* *employees*.
- c. The variable *culture* *organization* influences *employee* *job satisfaction*, therefore it should *PT. PLN (PERSERO) Unit Implementer Service Customer (UP3) Tegal* continue to maintain *satisfaction* *work* *by* improving *the value* of the company's *culture* *employees* *for example* *pay more attention* *to* *things* around employees including *affairs* *outside of work*, *like* *personal life*, So that *employees* feel that *I get my attention from my company and I hope that I can increase my job satisfaction* *employees*.

### 2. For Researcher Next

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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