

The Influence of Time Balance and Involvement Balance on Job Satisfaction among Employees of PLTU PT Bakti Nugraha Yuda Energy in Baturaja, OKU Regency

Dicky Roy¹, Dr. Munajat², Dr. Rini Efrianti³

¹Student of Master of Management Program, University of Baturaja, Indonesia

^{2,3} Lecturer of Master of Management Program, University of Baturaja, Indonesia

Corresponding author: fatmayatianggi@gmail.com

Abstract

PT Bakti Nugraha Yuda Energy is a steam power plant (PLTU) company located in Baturaja, OKU Regency. Time balance and involvement balance represent an individual's ability to fulfill professional commitments while managing family responsibilities and other non-work obligations. This study aims to analyze the influence of time balance and involvement balance on job satisfaction using multiple linear regression as the data processing method. The results indicate that, both simultaneously and partially, time balance and involvement balance significantly influence the job satisfaction of employees at PLTU PT Bakti Nugraha Yuda Energy.

Keywords: Time Balance, Engagement Balance, Job Satisfaction.

INTRODUCTION

Time balance and involvement balance represent an individual's ability to harmonize professional demands with personal and family needs. Organizations that fail to support employees in achieving this equilibrium will encounter increasing difficulty in attracting and retaining competent personnel. Time balance is defined as a condition where working hours are managed proportionally with rest, family, and personal life, ensuring tasks are completed effectively without compromising health. Meanwhile, involvement balance is a state where an individual engages optimally in both domains without excessive dominance from either side.

At PT Bakti Nugraha Yuda Energy, the phenomenon of flexible and balanced work presents several critical aspects. While work flexibility offers numerous advantages, it also poses challenges in collaboration and communication. Employees in remote or hybrid arrangements often face difficulties in direct interaction, which can hinder the development of strong collaborative professional relationships. Furthermore, blurred

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boundaries between work and personal life can increase the risk of stress and burnout. Flexibility also complicates performance monitoring, as there is a risk that employees may not work as efficiently as they would in a traditional office environment. Consequently, the company must identify methods to evaluate performance without undermining employee trust and autonomy.

Objectives

This article aims to :

1. Analyzing the influence of time balance on employee job satisfaction at PLTU PT Bakti Nugraha Yuda Energy in Baturaja, OKU Regency.
2. Analyzing the effect of the balance of involvement on Employee Job Satisfaction at PLTU PT Bakti Nugraha Yuda Energy in Baturaja, OKU Regency

DISCUSSION

The hypothesis testing in this study employs a multiple linear regression model consisting of two independent variables. The general equation for multiple linear regression is as follows

Table 1. Multiple Linear Regression Calculation Results

Coefficient				
Models		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	4.181	1.594	
	Time Balance	.154	.075	.403
	Balance of Engagement	-.268	.094	.741
a. Dependent Variable: abs_res1				

Source : Primary Data, 2025 (Processed)

General formula of multiple regression:

$$Y = a + b_1X_1 + b_2X_2$$

Where:

- Y= Job Satisfaction (dependent variable)
- X_1 = Time Balance
- X_2 = Balance of Engagement
- a= Intercept (constant)
- b_1, b_2 = The regression coefficient of each independent variable



Based on the statistical analysis (Table 1), the resulting regression equation is:

- $a = 4.181$
- $b_1 = 0.154$
- $b_2 = -0.268$

So the regression equation is:

$$Y = 4.181 + 0.154X_1 - 0.268X_2$$

Interpretation:

1. Constant (4.181): The predicted value of Job Satisfaction when all independent variables are zero.
2. Time Balance (X_1): A coefficient of 0.154 indicates that every one-unit increase in time balance will increase job satisfaction by 0.154, assuming other variables remain constant.
3. Involvement Balance (X_2): A coefficient of -0.268 suggests that every one-unit increase in involvement balance would decrease job satisfaction by 0.268, assuming all other factors are held constant.

Hypothesis Testing

Partial Parameter Significance Test (t-test)

The test of the influence of each independent variable on the bound variable can be seen in Table 4.11 as follows:

Table 2. Partial Test Results (t-test)

Coefficient			
Models		T	Sig.
1	(Constant)	3.181	.102
	Time Balance	2.877	.002
	Balance of Engagement	2.970	.004
a. Dependent Variable: abs_res1			

Source : Primary Data, 2025 (Processed)

Based on the data processing results presented in Table 2, the calculated t-value for the time balance variable is 2.877, while the involvement balance variable yielded a t-value of -2.970. To determine the significance, the t-table value was identified using degrees of freedom ($df = n - k - 1$) ($61 - 2 - 1 = 58$). At a 95% confidence level with a significance threshold (α) of 0.05 for a two-tailed test ($\alpha/2 = 0.025$), the t-table value is



2.001. The influence of each independent variable on the dependent variable is further elaborated below:

1. Time Balance ($t = 2.877$; $\text{Sig.} = 0.002$)

The significance value of 0.002 is lower than the threshold of 0.05, indicating that Time Balance partially exerts a significant influence on Job Satisfaction. This implies that an increase in Time Balance is expected to enhance Job Satisfaction, a relationship that is statistically robust. This finding aligns with research by Andana & Mayasari (2025), which posits that Work-Life Balance and job satisfaction share a positive and significant correlation. Essentially, when employees—such as civil servants or plant personnel—perceive an equilibrium between their professional and personal lives, their job satisfaction tends to increase. This underscores that Work-Life Balance is not merely a supplementary factor but a critical pillar of Human Resource Management for enhancing employee well-being.

Empirical findings at PLTU PT Bakti Nugraha Yuda Energy confirm that Time Balance significantly impacts job satisfaction. This significance can be attributed to several factors. First, the highly structured nature of power plant operations, characterized by uniform working hours and consistent shift schedules, creates a stabilized perception of time balance among employees, thereby strengthening its statistical significance (Andana & Mayasari, 2025).

Second, while other factors such as salary, career advancement, physical work environment, occupational safety, and interpersonal relationships also influence satisfaction, Time Balance remains a distinct and vital contributor (Rusnaini et al., 2021; Prihantoro et al., 2019). Furthermore, the influence of Time Balance may operate through mediating variables such as work motivation or stress levels, reinforcing its role within the organizational framework (Mahgoub & Elyas, 2014). The demanding environment of a power plant, which requires high concentration and strict safety compliance, further highlights the importance of managed time to prevent burnout (Ahmad, 2017). Lastly, the specific sample size utilized in this study has successfully detected the relevant impact of Time Balance on the workforce (Iskandar, 2012). In conclusion, for the employees of PT Bakti Nugraha Yuda Energy, Time Balance is a partially significant factor in driving Job Satisfaction.

2. Engagement Balance ($t = -2.970$; $\text{Sig.} = 0.004$)

The significance value for Involvement Balance is 0.004, which is lower than the 0.05 threshold, indicating that this variable has a partially significant effect on Job Satisfaction. The negative coefficient suggests that an increase in Involvement Balance tends to correspond with a decrease in Job Satisfaction within this specific context. This



finding is consistent with Wicaksono et al. (2025), who found that while work involvement carries a significant weight in influencing job satisfaction, its impact often depends on a complex combination of other organizational factors.

Empirical evidence from this study confirms that involvement balance significantly influences the job satisfaction of employees at PLTU PT Bakti Nugraha Yuda Energy. This aligns with research by Pitoyo & Prabawati (2022) in the F&B industry and Aura & Hutahaeen (2025) regarding Generation Z, both of which emphasize that work-life balance is a primary driver of satisfaction for employees who prioritize flexibility. Similarly, the Insan Permata Malang Foundation (2018) highlighted that female employees place a high value on life balance, leading to its significant impact on their job satisfaction.

In the specific context of the energy industry, such as a coal-fired power plant, job satisfaction is often more heavily dictated by material and structural factors—including compensation, job security, and facilities—rather than purely psychological involvement. Since power plant employees are accustomed to rigorous shift rotations and overtime systems, they may perceive work-life balance as a standard operational routine rather than a primary motivator for satisfaction. Consequently, while the achievement of involvement balance significantly impacts satisfaction, these findings underscore that the influence of work-life balance is highly contextual, showing stronger prominence in the service sector and among the younger generation.

b. Simultaneous Parameter Significance Test (F Test)

The results of the F-test are presented in Table 5.12 as follows :

Table 3 Joint Test Results

NEW ERA						
Models		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6276.937	2	3771.468	181.314	.000b
	Residual	1355.900	37	21.133		
	Total	7312.736	39			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Time Balance, Engagement Balance, Satisfaction Balance						

Source : Primary Data, 2025 (Processed)

Based on the F-test results presented in Table 3, the calculated F-value (F-count) is 181.314. This value is compared with the F-table value, which is determined using degrees of freedom ($df_1 = \text{number of variables} - 1 = 3 - 1 = 2$ and $df_2 = n - k - 1 = 61 - 2 - 1 = 58$). At a 95% confidence level ($\alpha = 0.05$), the F-table value is 3.16. Since the F-count (181.314) is greater than the F-table (3.16), the null hypothesis (H_0) is rejected and the

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alternative hypothesis (H_a) is accepted. This indicates that Time Balance and Involvement Balance simultaneously have a significant effect on employee job satisfaction at PLTU PT Bakti Nugraha Yuda Energy in OKU Regency.

c. Coefficient of Determination (R^2)

The R-Square value for the coefficient of determination can be observed in the following figure:

Table 4. Coefficient of Determination Test

Model Summary ^b				
Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.914 ^a	.865	.889	5.67837
a. Predictors: (Constant), Time Balance, Engagement Balance, Satisfaction Balance				
b. Dependent Variable: Job Satisfaction				

Source : Primary Data, 2025 (Processed)

Based on Table 5.13, the results can be interpreted as follows:

1. R-Value = 0.914: This indicates a very strong correlation between the independent variables (Time Balance and Involvement Balance) and the dependent variable (Job Satisfaction). As the value approaches 1.0, it signifies a stronger relationship between the variables..
2. R-Square = 0.865 (86.5%): This means that 86.5% of the variation in Job Satisfaction can be explained by the independent variables in the regression model. In other words, Time Balance and Involvement Balance collectively account for the majority of changes in employee job satisfaction.
3. Adjusted R-Square = 0.889 (88.9%): This value is adjusted for the number of variables and sample size, providing a more accurate measure. A figure of 88.9% confirms that the regression model is highly effective in explaining the dependent variable.
4. Std. Error of the Estimate = 5.67837: This represents the model's prediction error. A lower value indicates a more precise model for predicting job satisfaction. A value of 5.67 is relatively small compared to the total variation, suggesting that the model is quite accurate..

Summary of Determination Coefficient Test:

The regression model—consisting of Time Balance and Involvement Balance—is able to explain between 86.5% and 88.9% of the variation in employee job satisfaction at PLTU PT Bakti Nugraha Yuda Energy. the remaining 11.1% to 13.5% is influenced by

external factors not included in this model, such as compensation, the physical work environment, leadership relationships, or career advancement opportunities.

CONCLUSION

Based on the research findings and statistical analysis, the following conclusions are drawn:

1. Time Balance significantly influences employee job satisfaction at the PT Bakti Nugraha Yuda Energy coal-fired power plant (PLTU) in Baturaja, OKU Regency, both partially and simultaneously.
2. Involvement Balance significantly influences employee job satisfaction at the PT Bakti Nugraha Yuda Energy coal-fired power plant (PLTU) in Baturaja, OKU Regency, both partially and simultaneously.

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