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The Influence Of Work-Life Balance And Work Environment On Employee Job Satisfaction At Pt Subur Sedaya Maju

Ika Rizki Yani[1], Mursalin[2], Muhammad Kurniawan[3]

[1,2,3]Fakultas Ekonomi dan Bisnis Universitas PGRI Palembang

Email : ikaarizki14@gmail.com, mursalin@univpgri-palembang.ac.id, iwanusman220516@gmail.com

Abstract

This research is motivated by the importance of employee job satisfaction in supporting organizational success and the differences in research results regarding the influence of work-life balance and work environment on job satisfaction. This study aims to analyze the influence of work-life balance and work environment on employee job satisfaction at PT Subur Sedaya Maju, both partially and simultaneously. The study uses a quantitative approach with quantitative research methods. The study population was 628 employees, while a sample of 87 respondents was determined using the Slovin formula with a proportionate stratified random sampling technique. Data were collected through questionnaires, observations, literature studies, and documentation. Data analysis used SPSS 26 through validity tests, reliability tests, classical assumption tests, simple linear regression, multiple linear regression, coefficient of determination, t-test, and F-test. The results showed that work-life balance had no significant effect on job satisfaction, while the work environment had a positive and significant effect on job satisfaction. In addition, work-life balance and work environment simultaneously had a significant effect on job satisfaction with a coefficient of determination of 33.2%. This study concludes that the work environment is a more dominant factor in increasing employee job satisfaction than work-life balance at PT Subur Sedaya Maju.

Keywords : Job Satisfaction, Work Environment, Work-Life Balance, Human Resource Management, Quantitative Research

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INTRODUCTION

In the era of globalization and increasingly rapid industrial development, companies are required to have human resources (HR) that are qualified, productive, and highly committed to their work. HR is a strategic asset that determines the success of an organization because all company activities depend on the ability of employees to carry out their tasks optimally. Herminingsih (2025:16) states that human resources are interrelated, dependent, and interacting components and have a very important role because without them, company activities cannot be carried out optimally. Therefore, the success of the company is not only determined by the sophistication of technology, management systems, or the amount of capital, but also by the level of employee job satisfaction as a factor that drives work enthusiasm, loyalty, and contribution to the achievement of organizational goals.

Job satisfaction is an important aspect that companies must pay attention to because it reflects employees' attitudes toward their work. Sisca et al. (2020:19) explain that job satisfaction is an individual's general attitude toward their job. Employees with high levels of satisfaction will have a positive impression of their work, while those with dissatisfaction will have a negative impression. Job satisfaction can be achieved when there is a match between employee expectations and the conditions they receive, such as work facilities and company support. In practice, various factors influence job satisfaction, including work-life balance and a work environment that supports employee comfort and effectiveness in carrying out their work.

One of the challenges many companies face today is maintaining a balance between their employees' work and personal lives. Saputra and Masdupi (2025:2) explain that work-life balance is a condition where someone is able to manage the demands of their work and personal life without sacrificing one or the other. High work demands, long working hours, and targets that must be achieved often cause employees to have difficulty dividing their time between work and personal life, potentially reducing job satisfaction. Furthermore, the work environment is also a factor that influences employee comfort at work. According to Wibowo in Purwantoro et al. (2024:77), the work environment is the condition where employees carry out their work, which has an influence on the effectiveness and efficiency of task execution. A comfortable, safe, and conducive work environment will increase work enthusiasm, while an environment that is less supportive can reduce employee focus and job satisfaction.

This phenomenon is also seen at PT Subur Sedaya Maju, a transportation and heavy equipment rental company that supports oil and gas mining activities. The

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company's operations, which focus on the distribution of drilling rigs, workover rigs, and oil and gas well servicing, create high work intensity because employees are required to complete work within predetermined time targets. Based on observations, some employees experience difficulties in maintaining work-life balance, especially in dividing rest time and personal time. On the other hand, the work environment also shows room for optimization because the work area is dominated by open land with a yard and access to the office that is still on the ground, so that when it rains the level of work comfort can decrease. Operational activities such as vehicle movements and loading and unloading activities that occur regularly also affect employee comfort at work. These conditions indicate that work-life balance and the work environment are important aspects that need to be considered to support employee job satisfaction at PT Subur Sedaya Maju.

Research on the influence of work-life balance and work environment on job satisfaction still shows inconsistent results. Saputri et al. (2023) stated that work-life balance has no significant effect on job satisfaction, while Fenianti and Nawawi (2023) found that the work environment has no positive and insignificant effect on job satisfaction. Conversely, Asriyah (2026) showed that work-life balance and work environment both have a positive and significant effect on employee job satisfaction. These differences in results indicate that the relationship between variables still requires further testing on different organizational characteristics. Therefore, this study aims to analyze the influence of work-life balance on job satisfaction, the influence of the work environment on job satisfaction, and the simultaneous influence of both variables on employee job satisfaction at PT Subur Sedaya Maju. This study is urgently needed to provide an empirical overview that can be used as a consideration for companies in improving job satisfaction through managing work-life balance and the work environment. The novelty of this research lies in testing these two variables in the context of PT Subur Sedaya Maju, which has operational characteristics in the field of transportation and heavy equipment rental services to support oil and gas mining business activities.

METHOD

This study uses a quantitative approach with quantitative research methods. According to Sugiyono (2025:1), a research method is a scientific way used to obtain data for specific purposes and uses. Furthermore, Sugiyono (2025:15) explains that quantitative research is based on the philosophy of positivism which is used to study

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certain populations or samples, with data collection through research instruments and statistical analysis to test the formulated hypotheses. The study was conducted at PT Subur Sedaya Maju, located on Jalan Pipa Pertamina, Patih Galung Village, Prabumulih City, South Sumatra. This company was chosen because it operates in the field of heavy equipment transportation rental services with dynamic operational activities, so it is relevant to study the influence of work-life balance and work environment on employee job satisfaction.

The research instrument used a questionnaire with a five-level Likert scale, namely Strongly Agree (5), Agree (4), Undecided (3), Less Agree (2), and Strongly Disagree (1) as stated by Sugiyono (2025:151; 2025:154). The work-life balance variable was measured through indicators of time management, mental and physical health, life satisfaction, and work flexibility referring to Kartika et al. (2025:10). The work environment variable was measured through indicators of work atmosphere, relationships with coworkers, and the availability of work facilities based on Purwantoro et al. (2024:82). Meanwhile, the job satisfaction variable was measured using indicators of work, wages, promotions, supervisors, and coworkers referring to Afandi in Haris et al. (2023:16). Data collection was conducted through observation, questionnaire distribution, literature review, and documentation in accordance with the data collection techniques proposed by Sugiyono (2019:9; 2019:84; 2025:213; 2025:217; 2025:219). Prior to analysis, the instrument was tested using validity and reliability tests with the Cronbach's Alpha coefficient based on Surajiyo et al. (2020:75). Next, classical assumption tests were conducted including normality tests using the Kolmogorov Smirnov method, multicollinearity tests, and heteroscedasticity tests as explained by Priyatno (2022:9-11). Data analysis was conducted using the SPSS version 26 program through simple linear regression analysis, multiple linear regression, coefficient of determination (R^2), t-test, and F-test referring to Surajiyo et al. (2020:76-77) and Indartini and Mutmainah (2024:43).

The population in this study was all 628 employees of PT Subur Sedaya Maju from various work units. According to Machali (2021:68), a population is the entire research object that has certain characteristics determined by the researcher. The sample size was determined using the Slovin formula with a 10 percent error rate, resulting in 87 respondents. Furthermore, the sampling technique used proportionate stratified random sampling to ensure that each work unit received a proportional sample size according to its population (Machali, 2021:70). The sample consisted of 25 drivers, 24 operators, 9 admins, 20 helpers, 7 mechanics, and 2 field supervisors.

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The research procedure begins with determining the research object, compiling instruments based on the indicators of each variable, then continuing with primary data collection by distributing questionnaires to respondents and collecting secondary data obtained from books, scientific journals, company profiles, and employee data of PT Subur Sedaya Maju (Rizkia et al., 2023:70). After all data is collected, the quality of the instrument is tested through validity and reliability tests, followed by classical assumption tests to ensure the feasibility of the regression model. The next stage is simple linear regression analysis and multiple linear regression to test the effect of work-life balance and work environment on job satisfaction, then calculating the coefficient of determination (R^2), and testing the research hypothesis through t-tests and F-tests so that conclusions can be drawn regarding the effect of independent variables on the dependent variable.

RESULTS AND DISCUSSION

Research Data Description

1. Characteristics Based on Gender

Table 1. Respondents by gender

No	Gender	Employee	Percentage (%)
1	Man	78	**90**
2	Woman	9	**10**
	Total	87	**100**

Source: data processed by researchers (2026)

Based on the table above, it is known that 78 respondents (90%) were male, while 9 respondents (10%) were female. This indicates that the respondents in this study were predominantly male employees.

2. Characteristics Based on Age

Table 2. Respondents by Age

No	Age (Years)	Employee	Percentage (%)
1	< 20 years	7	**8**
2	20 - 30 years	45	**52**
3	31 - 40 years old	21	**24**
4	> 40 years	14	**16**

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	Total	87	**100**

Source: data processed by researchers (2026)

Based on the table above, it is known that 7 respondents (8%) were aged <20 years, 45 respondents (52%) were aged 20-30 years, 21 respondents (24%) were aged 31-40 years, and 14 respondents (16%) were aged >40 years. This indicates that the respondents in this study were predominantly employees aged 20-30 years.

3. Characteristics Based on Length of Service

Table 3. Respondents Based on Length of Service

No	Years of service	Employee	Percentage (%)
1	< 1 year	10	**12**
2	15 years	30	**34**
3	6 - 10 years	25	**29**
4	> 10 years	22	**25**
	Total	87	**100**

Source: data processed by researchers (2026)

Based on the table above, it is known that 10 respondents (12%) had a work period of less than 1 year, 30 respondents (34%) had a work period of 1–5 years, 25 respondents (29%) had a work period of 6–10 years, and 22 respondents (25%) had a work period of more than 10 years. This indicates that the respondents in this study were predominantly employees with a work period of 1–5 years.

4. Characteristics Based on Last Education

Table 4. Respondents Based on Last Education

No	Last education	Employee	Percentage (%)
1	High School/Equivalent	26	**30**
2	Diploma (D1/D2/D3)	22	**25**
3	Strata (S1)	39	**45**
4	Postgraduate (S2 & S3)	0	**0**
	Total	87	**100**

Source: data processed by researchers (2026)

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Based on the table above, it is known that 26 respondents (30%) had a high school or equivalent education, 22 (25%) had a diploma (D1/D2/D3), and 39 (45%) had a bachelor's degree (S1). This indicates that the respondents in this study were predominantly employees with a bachelor's degree (S1).

5. Characteristics Based on Marital Status

Table 5. Respondents Based on Marital Status

No	Marital status	Employee	Percentage
1	Marry	53	**61**
2	Not married yet	34	**39**
	Total	87	**100**

Source: data processed by researchers (2026)

Based on the table above, it is known that 53 respondents (61%) were married, and 34 respondents (29%) were single. This indicates that the respondents in this study were predominantly married employees.

Description of Research Respondents' Responses

1. **Description of Respondents' Answers to the Work-Life Balance Variable (X1)**

Table 6. Analysis of Respondents' Answers for Variable X1

Statement	STS		TS		RG		S		SS		F	%
	f	%	f	%	f	%	f	%	f	%		
Statement 1	0	0.00	7	8.05	40	45.98	38	43.68	2	2.30	87	**100**
Statement 2	2	2.30	7	8.05	38	43.68	36	41.38	4	4.60	87	**100**
Statement 3	2	2.30	7	8.05	46	52.87	28	32.18	4	4.60	87	**100**
Statement 4	2	2.30	14	16.09	35	40.23	34	39.08	2	2.30	87	**100**
Statement 5	4	4.60	8	9.20	39	44.83	32	36.78	4	4.60	87	**100**
Statement 6	0	0.00	10	11.49	41	47.13	32	36.78	4	4.60	87	**100**
Statement 7	1	1.15	4	4.60	43	49.43	32	36.78	7	8.05	87	**100**

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Statement 8	0	0.00	2	2.30	40	45.98	43	49.43	2	2.30	87	**100**
Average	1.38	1.58	7.28	8.48	40.25	46.26	34.38	39.51	3.62	4.17	87	**100**

Source: Data processed by researchers (2026)

Based on the table above, it is known that the average results of respondents' responses to the Work-Life Balance (X1) variable show that respondents' answers are dominated by the Undecided (RR) category with an average frequency of 40.25 respondents (46.26%), followed by the Agree (S) category with an average frequency of 34.38 respondents (39.51%). Furthermore, the average respondent's answer in the Disagree (TS) category was 7.38 respondents (8.48%), the Strongly Agree (SS) category was 3.63 respondents (4.17%), and the Strongly Disagree (STS) category was 1.38 respondents (1.58%). These results indicate that most respondents gave responses that tended to be hesitant to agree with the implementation of work-life balance at PT Subur Sedaya Maju.

2. Description of Respondents' Answers to Work Environment Variables (X2)

Table 7. Analysis of Respondents' Answers for Variable X2

Statement	**STS**		**TS**		**RG**		**S**		**SS**		**F**	**%**
	f	%	f	%	f	%	f	%	f	%		
Statement 1	0	0	7	8.05	48	55.17	30	34.48	2	2.30	87	**100**
Statement 2	0	0	6	6.90	49	56.32	26	29.89	6	6.90	87	**100**
Statement 3	0	0	10	11.49	43	49.43	30	34.48	4	4.60	87	**100**
Statement 4	0	0	11	12.64	40	45.98	31	35.63	5	5.75	87	**100**
Statement 5	0	0	14	16.09	41	47.13	25	28.74	7	8.05	87	**100**
Statement 6	0	0	9	10.34	35	40.23	39	44.83	4	4.60	87	**100**
Average	0	0	9.50	10.92	42.67	49.04	30.17	34.67	4.67	5.36	87	**100**

Source: Data processed by researchers (2026)

Based on the table above, it is known that the average results of respondents' responses to the Work Environment variable (X2) show that respondents' answers are dominated by the Undecided (RR) category, then followed by the Agree (S) category.

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Meanwhile, the average answers in the Disagree (TS) and Strongly Agree (SS) categories are relatively fewer, and there is no average answer in the Strongly Disagree (STS) category. This shows that in general respondents gave a fairly good assessment of the work environment conditions at PT Subur Sedaya Maju, although there are still several aspects that are considered not fully optimal.

3. Description of Respondents' Answers to Job Satisfaction Variable (Y)

Table 8. Analysis of Respondents' Answers for Variable Y

Statement	STS		TS		RG		S		SS		F	%
	f	%	f	%	f	%	f	%	f	%		
Statement 1	2	2.30	20	22.99	52	59.77	13	14.94	0	0	87	100
Statement 2	1	1.15	26	29.89	47	54.02	9	10.34	4	4.60	87	100
Statement 3	0	0	20	22.99	52	59.77	13	14.94	2	2.30	87	100
Statement 4	3	3.45	22	25.29	45	51.72	12	13.79	5	5.75	87	100
Statement 5	2	2.30	21	24.14	45	51.72	15	17.24	4	4.60	87	100
Statement 6	1	1.15	25	28.74	52	59.77	7	8.05	2	2.30	87	100
Statement 7	2	2.30	27	31.03	46	52.87	10	11.49	2	2.30	87	100
Statement 8	1	1.15	22	25.29	52	59.77	11	12.64	1	1.15	87	100
Statement 9	3	3.45	26	29.89	50	57.47	8	9.20	0	0	87	100
Statement 10	0	0	31	35.63	43	49.43	10	11.49	3	3.45	87	100
Average	1.50	1.72	24.00	27.59	48.40	55.63	10.80	12.41	2.30	2.64	87	100

Source: Data processed by researchers (2026)

Based on the table above, it is known that the average results of respondents' responses to the Job Satisfaction variable (Y) indicate that respondents' answers are dominated by the Undecided (RR) category. Next, the Agree (S) category is next in order, while the Strongly Agree (SS), Disagree (TS), and Strongly Disagree (STS) categories have lower average frequencies. This indicates that in general the level of employee job

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satisfaction is in the fairly good category, but there are still several aspects that need to be improved so that employee job satisfaction becomes more optimal.

Validity Test

1. **Work-life Balance Variable (X1)**

Table 9. Validity Test X1

No Item	r count	r table	Criteria	Information
X1.1	0.621	0.2108	r count > r table	**Valid**
X1.2	0.579	0.2108	r count > r table	**Valid**
X1.3	0.611	0.2108	r count > r table	**Valid**
X1.4	0.478	0.2108	r count > r table	**Valid**
X1.5	0.597	0.2108	r count > r table	**Valid**
X1.6	0.727	0.2108	r count > r table	**Valid**
X1.7	0.664	0.2108	r count > r table	**Valid**
X1.8	0.679	0.2108	r count > r table	**Valid**

Source: SPSS data (2026)

Based on the table above, it is known that all statement items, namely X1.1 to X1.8, have a calculated r value greater than the table r of 0.2108. This indicates that all items in the work-life balance variable are declared valid and suitable for use as research instruments to measure work-life balance accurately.

2. **Work Environment Variable (X2)**

Table 10. X2 Validity Test

No Item	r count	r table	Criteria	Information
X2.1	0.719	0.2108	r count > r table	**valid**
X2.2	0.759	0.2108	r count > r table	**valid**
X2.3	0.715	0.2108	r count > r table	**valid**
X2.4	0.775	0.2108	r count > r table	**valid**
X2.5	0.826	0.2108	r count > r table	**valid**
X2.6	0.694	0.2108	r count > r table	**valid**

Source: SPSS data (2026)

Based on the table above, it is known that all statement items, namely X2.1 to X2.6, have a calculated r value greater than the table r of 0.2108. This indicates that all

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items in the work environment variable are declared valid and suitable for use as research instruments to measure the work environment accurately.

3. **Job Satisfaction Variable (Y)**

Table 11. Validity Test Y

No Item	r count	r table	Criteria	Information
Y.1	0.621	0.2108	r count > r table	**Valid**
Y.2	0.603	0.2108	r count > r table	**Valid**
Y.3	0.539	0.2108	r count > r table	**Valid**
Y.4	0.498	0.2108	r count > r table	**Valid**
Y.5	0.603	0.2108	r count > r table	**Valid**
Y.6	0.540	0.2108	r count > r table	**Valid**
Y.7	0.612	0.2108	r count > r table	**Valid**
Y.8	0.553	0.2108	r count > r table	**Valid**
Y.9	0.650	0.2108	r count > r table	**Valid**
Y.10	0.514	0.2108	r count > r table	**Valid**

Source: SPSS data (2026)

Based on the table above, it is known that all statement items, namely Y.1 to Y.10, have a calculated r value greater than the table r of 0.2108. This indicates that all items in the job satisfaction variable are declared valid and suitable for use as research instruments to measure job satisfaction accurately.

Reliability Test

Table 12. Reliability Test

variables	Cronbach's Alpha	reliable standards	information
***Work-life Balance*(X1)**	0.761	0.60	**Reliable**
Work environment (X2)	0.843	0.60	**Reliable**
Job Satisfaction (Y)	0.769	0.60	**Reliable**

Source: SPSS data (2026)

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Based on the table above, the Cronbach's Alpha values for variables X1, X2, and y are greater than 0.60. This indicates that all statement items in each variable have a good level of consistency and can be considered reliable.

Classical Assumption Test

1. Normality Test

Table 13. Normality Test

One-Sample Kolmogorov-Smirnov Test				
		TOTAL_X1	TOTAL_X2	**TOTAL_Y**
N		87	87	**87**
Normal Parameters	Mean	26.90	20.00	**28.67**
	Standard Deviation	3,717	3,369	**4.255**
Most Extreme Differences	Absolute	.084	.083	**.088**
	Positive	.084	.083	**.048**
	Negative	-.068	-.064	**-.088**
Test Statistics		.084	.083	**.088**
Asymp. Sig. (2-tailed)		0.177	0.199	**0.096**

Source: SPSS data (2026)

Based on the table above showing the results of the normality test, the significance value (Asymp. Sig.) is greater than 0.05. This indicates that the data in this study is normally distributed, and the regression model used meets the assumption of normality.

2. Multicollinearity Test

Table 14. Multicollinearity Test

Variables	Collinearity Statistics	
	Tolerance	**VIF**
***Work-life balance*(X1)**	0.963	**1,039**
Work Environment (X2)	0.963	**1,039**

Source: SPSS data (2026)

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Based on the table above, it is known that the tolerance value for each variable is 0.963, which is greater than 0.10, and the VIF value for each variable is 1.039, which is less than 10. This indicates that there is no multicollinearity between the independent variables. Thus, the regression model in this study is suitable for use.

3. Heteroscedasticity Test

Table 15. Heteroscedasticity test

Variables	Sig.	Information
***Work-life Balance*(X1)**	0.209	There is no heteroscedasticity
Work environment (X2)	0.293	There is no heteroscedasticity

Source: SPSS data (2026)

Based on the results of the Glejser test in the table above, it is known that the Sig value of the work-life balance variable (X1) and work environment (X2) is greater than 0.05, so it can be concluded that there is no heteroscedasticity in the regression model, so that the regression model in this study has met the classical assumptions.

Data Analysis Techniques

1. Simple Linear Regression Analysis.

Table 16. Simple Linear Regression Analysis of X1 against Y

Variables	Coefficient (B)	Sig
(Constant)	23,777	0,000
***Work-life Balance*(X1)**	0.182	0.142

Source: SPSS data (2026)

Based on the results of the simple linear regression analysis of X1 against Y, the following equation is obtained:

Y = a + b1 X1 + e

Y = 23.777 + 0.182 X1

The constant value (a) of 23.777 indicates that if variable X1 is zero, then the value of variable Y is 23.777. Meanwhile, the regression coefficient of 0.182 indicates that every increase in variable X1 will be followed by an increase in variable Y of 0.182.

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Table 17. Simple Linear Regression of X2 against Y

Variables	Coefficient (B)	Sig
(Constant)	15,587	0.000
Work Environment_(X2)	0.652	0.000

Source: SPSS data (2026)

Based on the results of the simple linear regression analysis of X2 against Y, the following equation is obtained:

Y = a + b2 X2 + e

Y = 15.587 + 0.652 X2

The constant value (a) of 15.587 indicates that if the variable X2 is zero, then the value of the variable Y is 15.587. Meanwhile, the regression coefficient of 0.652 indicates that every increase in the variable X2 will be followed by an increase in the variable Y of 0.652.

2. Multiple Linear Regression Analysis

Table 18. Multiple Linear Regression

Variables	Coefficient (B)	Sig
(Constant)	6,028	0.134
***Work-life Balance*(X1)**	0.306	0.004
Work Environment (X2)	0.717	0.000

Source: SPSS data (2026)

Based on the results of multiple linear regression analysis, the following equation was obtained:

Y = a + b1 X1 + b2 X2 + e

Y = 6.028 + 0.306 X1 + 0.717 X2

The constant value (a) of 6.028 indicates that if variables X1 and X2 are zero, then the value of variable Y is 6.028. The regression coefficient value of variable X1 of 0.306 indicates that every increase in variable X1 will be followed by an increase in variable Y of 0.306 assuming the other variables are constant, then the regression coefficient of variable X2 of 0.717 indicates that every increase in variable X2 will be followed by an increase in variable Y of 0.717 assuming the other variables are constant.

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3. Coefficient of Determination

Table 19. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.576	0.332	0.316	3,520

Source: SPSS data (2026)

Based on the analysis results, the R square value was obtained at 0.332. This indicates that variables X1 and X2 are able to explain variable Y by 33.2%, while the remaining 66.8% is explained by other variables outside this study.

Hypothesis Testing

1. t-Test (Partial)

Table 20. t-test (Partial) Work-life Balance

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	**Sig.**
	B	Std. Error			
(Constant)	23,777	3,329		7,143	**0,000**
***Work-life Balance*(X1)**	0.182	0.123	0.159	1,483	**0.142**

Source: SPSS data (2026)

Based on the table above, the work-life balance variable (Independent) has a significance value > 0.05, namely 0.142, meaning that the results obtained for H0 are accepted and H1 is rejected, stating that work-life balance does not have a significant effect on job satisfaction.

Table 21. Partial t-test of work environment

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	**Sig.**
	B	Std. Error			
(Constant)	15,587	2,408		6,472	**0,000**

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Work Environment (X2)	0.652	0.118	0.513	5,505	**0,000**

Source: SPSS data (2026)

Based on the table above, the work environment variable (Independent) has a significance value <0.05, namely 0.000, meaning that the results of H1 are accepted and H0 is rejected, stating that the work environment has a significant effect on job satisfaction.

2. F Test (Simultaneous)

Table 22. F Test (Simultaneous)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	**Sig.**
1	Regression	516,689	2	258,348	20,853	**0.000**
	Residual	1040.644	84	12,389		
	Total	1557,333	86			

Source: SPSS data (2026)

Based on the table, a significance value of <0.05, namely 0.000, was obtained, meaning that the results of H1 were accepted and H0 was rejected, stating that work-life balance and work environment simultaneously have a significant effect on job satisfaction.

DISCUSSION

The Influence of Work-life Balance (X1) on Job Satisfaction (Y) of PT Subur Sedaya Maju employees

Based on the results of the t-test that has been conducted, the work-life balance variable shows a significance value of 0.142 > 0.05. This indicates that work-life balance does not significantly influence the job satisfaction of PT Subur Sedaya Maju employees. These results are supported by the analysis of respondents' answers to the work-life balance variable, which shows that the average respondent's answers are dominated

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by the categories Undecided (46.26%) and Agree (39.51%). This finding indicates that most employees have a fairly good perception of the implementation of work-life balance in the company.

*Work-life balance*Work-life balance is a balance between work and personal life that can influence a person's level of job satisfaction. This study found that work-life balance did not significantly influence employee job satisfaction at PT Subur Sedaya Maju.

The results of this study are in line with research conducted by Saputri et al., (2023) which stated that work-life balance does not have a significant effect on job satisfaction. This condition can be caused because employees are thought to be able to balance work life and personal life well, so that work-life balance is no longer the main factor in job satisfaction of PT Subur Sedaya Maju employees.

The Influence of Work Environment (X2) on Job Satisfaction (Y) of PT Subur Sedaya Maju Employees

Based on the results of the t-test, the work environment variable showed a significance value of 0.000 < 0.05. This indicates that the work environment has a significant influence on employee job satisfaction.

The work environment is a crucial factor that can influence employee job satisfaction. It encompasses the physical condition of the workplace, relationships between coworkers, and the relationship between employees and their superiors. A comfortable, safe, and conducive work environment will make employees feel more at home, thereby increasing job satisfaction.

Conditions in the field at PT Subur Sedaya Maju, the work environment plays a very important role considering the characteristics of the work that demands discipline, precision, and cooperation between employees so that the better the work environment perceived by employees, the higher the level of employee job satisfaction. Conversely, a less supportive work environment can reduce the level of employee job satisfaction. These results are supported by the analysis of respondents' responses to the work environment variables which show that the average respondent's answers are dominated by the Undecided (RR) and Agree (S) categories. This finding indicates a tendency for positive perceptions of the work environment conditions at PT Subur Sedaya Maju. Thus, the work environment is one of the factors that contribute to increasing employee job satisfaction.

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The results of this study are in line with research conducted by Asriyah (2026) which states that the work environment has a significant influence on job satisfaction.

The Effect of Work-Life Balance (X1) and Work Environment (X2) Simultaneously on Job Satisfaction (Y) of Employees at PT Subur Sedaya Maju

Based on the results of the F-test, a significance value of 0.000 < 0.05 was obtained. This indicates that the work-life balance and work environment variables simultaneously have a significant effect on employee job satisfaction at PT Subur Sedaya Maju.

This study shows that employee job satisfaction is not only influenced by one variable, but by a combination of several factors, namely work-life balance and work environment.

The work environment plays a more dominant role in influencing job satisfaction, but the presence of work-life balance still contributes to the research model. It can be concluded that work-life balance and the work environment simultaneously have a significant effect on employee job satisfaction at PT Subur Sedaya Maju. This research finding is supported by research conducted by Asriyah (2026), which found that work-life balance and the work environment simultaneously influence employee job satisfaction.

Coefficient of Determination (R2)

Based on the analysis results, the coefficient of determination (R^2) was 33.2%. This indicates that work-life balance and work environment variables can explain 33.2% of job satisfaction, while the remaining 66.8% is influenced by other variables not examined in this study. These other variables could include factors such as compensation, leadership, and career development.

CONCLUSION

This study shows that partially work-life balance does not have a significant effect on employee job satisfaction at PT Subur Sedaya Maju with a significance value of 0.142. On the other hand, the work environment has a positive and significant effect on job satisfaction with a significance value of 0.000. Simultaneously, work-life balance and work environment have a significant effect on employee job satisfaction with a significance value of 0.000. The coefficient of determination value of 33.2% indicates that both variables are able to explain 33.2% of employee job satisfaction variation, while

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the remaining 66.8% is influenced by other factors outside the study. This finding indicates that the work environment is a more dominant factor in increasing job satisfaction than work-life balance in the context of PT Subur Sedaya Maju.

This study has limitations because it only involved one company with a sample of 87 respondents and used two independent variables, so the results of the study cannot describe all factors that influence job satisfaction. Future research is recommended to add other variables such as compensation, leadership, career development, work motivation, or organizational culture and involve a wider research object to obtain more comprehensive results. Practically, the results of this study can be a consideration for the management of PT Subur Sedaya Maju to increase job satisfaction by improving the work environment conditions, providing more adequate facilities, increasing the comfort of the work area, and maintaining policies that support the balance between work and personal life of employees.

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