

THE EFFECT OF JOB SATISFACTION AND WORK LIFE BALANCE ON EMPLOYEE ENGAGEMENT AT PT PELAYARAN BAHTERA ADHIGUNA

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Abstract

Human Resources is an important element and is the focus of many companies in achieving competitive advantage. Every company expects high engagement from its employees because it greatly influences the company's overall performance and is the key to the company's success and profitability. This study aims to determine how much the factors of job satisfaction and work life balance carried out by PT BAg employees affect employee engagement with the company. The sampling technique used is saturated sampling and the data is processed using a quantitative approach. The population is organic employees and work assignments at PT BAg, totaling 74 employees by distributing a questionnaire of 50 questions. The data analysis method used was multiple linear regression which was analyzed with the SPSS program. The results of this study indicate that job satisfaction has a positive and significant partial effect of 62% on employee engagement, while Work-Life Balance has a partial positive and significant effect of 18% on employee engagement. Simultaneously job satisfaction and work life balance have a positive and significant effect of 74% on employee engagement and the remaining 26% are influenced by other variables not examined in this study.

Keywords: Job Satisfaction, Work Life Balance, Employee Engagement

Introduction

Human resources are an important asset in an organization both on a large and small scale (Susilo & Abdul, 2015). Therefore, human resources need to be managed properly so that the effectiveness and efficiency of the company increases (M.T.E. Hariandja, 2002:2). Many opinions state that employee engagement must be a serious concern for HR Executives and Top Executives so that companies can survive the impact of the crisis they are facing (Mujiasih & Ratnaningsih, 2011). Various studies have been conducted and show that employee engagement is a very important

contributor to the success of a company.

According to Kari (2013), job satisfaction has a close relationship with employee engagement. Employees who get job satisfaction have great potential to be bound by their company. Meanwhile, according to Yuswardi (2019) and Herzberg as quoted by Suryana Sumantri (2001: 83), satisfied and motivated employees will care, feel owned, or devote themselves to the organization's business to the fullest to improve performance for the company.

Based on the results of research conducted by Larasati (2018), it is known that work-life balance is a factor that influences employee engagement. Work-life balance is a person's ability to balance work demands with personal and family needs. Work-life balance helps to avoid conflict between personal life and work.

PT Pelayaran Bahtera Adhiguna (PT BA_g) is a subsidiary of PT PLN (Persero) which focuses on supporting and maintaining the supply of coal needs by providing sea transportation (Ship, Tug and Barge, SPB) to PLTU owned by PT PLN (Persero) Group, Sub Holding and Independent Power Producer (IPP). The disparity in the market price of coal with the price of Domestic Market Obligation (DMO) coal which has a large impact on the difficulty of providing sea transportation for coal transportation. With the increasing need for coal supply with a limited transportation fleet, PT BA_g's employees are forced to work more out of the ordinary. Increased workload causes employee stress so that it must be managed properly by the company. High stress can result in decreased employee engagement which will be fatal for the company because it increase employee turnover.

Based on PT PLN's EES measurements in 2022, PT BA_g is a work unit that does not achieve the target employee engagement index (EEI). The EEI target score was 83 and only 80 was achieved. The lowest score on the PT PLN EES Measurement in 2022 was obtained on the dimension of working conditions, employees feel that the work facilities provided are uneven and do not meet employee needs, a stressful work environment and a lack of balance between work and family (work-life balance). The purpose of this study was to analyze the effect of job satisfaction and work life balance on employee engagement at PT Pelayaran Bahtera Adhiguna (PT BA_g).

Literature Review

Job satisfaction is a pleasant or unpleasant emotional state of employees in viewing their work which is closely related to the employee's own attitude, work situation, and cooperation between leaders and employees.

Job satisfaction is a person's emotional response to work situations and conditions. Emotional responses can be feelings of satisfaction (positive) or dissatisfaction (negative). If emotionally satisfied means job satisfaction is achieved and vice versa if not then it means the employee is dissatisfied (Sopiah, 2008).

According to the theory described by Luthans (2006), there are 6 indicators of factors that can influence employee job satisfaction, namely: (1) satisfaction with the work itself, (2) satisfaction with salary, (3) satisfaction with promotion, (4) satisfaction towards supervision/superiors, (5) satisfaction with colleagues, (6) satisfaction with the work environment.

Work Life Balance

Work life balance is an individual's ability to balance work demands and stay close to his family and prevent conflict between work and family. According to Moorhead and Griffin (in Hafid & Prasetyo, 2017) argue that work-life balance is the ability of a person or individual to fulfill their duties at work and remain committed to their family, as well as other responsibilities outside of work. Fisher, Bulger, and Smith (2009) also said that work life balance has 4 dimensions, namely:

1. WIPL (Work Interference with Personal Life) This dimension refers to the extent to which work can interfere with an individual's personal life.
2. PLIW (Personal Life Interference with Work) This dimension refers to the extent to which an individual's personal life interferes with his work life.
3. PLEW (Personal Life Enhancement of Work) This dimension refers to the extent to which a person's personal life can improve individual performance in the world of work.
4. WEPL (Work Enhancement Of Personal Life) This dimension refers to the extent to which work can improve the quality of an individual's personal life.

Employee Engagement

According to Kevin Kruse, author of the book *Employee Engagement 2.0*, employee engagement is an employee's emotional commitment to the organization where he works and the goals of the organization. Employee engagement is loyalty, pride, and a sense of belonging that employees have towards their company.

Gallup (2006) says that there are three types of employees in terms of their level of interest in the company, namely: (1) Engaged employees, employees who are attached to their company will be enthusiastic and feel a deep connection to their place of work; (2) Employees who are not involved (Not Engaged), employees who are not attached to the company will not contribute much to the company and work by always thinking about the end of working hours; (3) Employees who are not active (Actively Disengaged), employees who are in this category will show their dislike for the work assigned to them, to the point of ignoring the work of other employees who are attached to it and giving bad influence to other employees.

Schaufeli (in Anggraini, Astuti, and Prasetya, 2016) defines employee engagement as a positive outlook on life, thoughts related to work relationships with the following characteristics: (1) Aspects of Spirit (Vigor), characterized by high levels of strength and mental resilience at work, the desire to try really hard at work, and persistence when facing difficulties at work; (2) Aspects of Dedication (Dedication), marked by a feeling full of meaning, enthusiasm, inspiration, pride, and challenge at work. In addition, dedication is also marked by a sense of enthusiasm and pride in their work; (3) Aspects of Absorption, characterized by deep concentration and interest, immersion in work, time that seems to pass quickly, and individuals who find it difficult to leave their work. Employees with a high level of appreciation are usually happy to spend time with their work and tend to have difficulty separating themselves from their work.

Research Methodology

The sampling method used is a saturated sample where all populations are sampled, and the data in this study are quantitative data. In this study, the samples were organic employees and work assignments at PT Pelayaran Bahtera Adhiguna (PT BAg) with a total of 74 employees.

The data was collected by distributing a questionnaire with 50 closed questions and response options indicating how strongly respondents agreed or disagreed with the questions posed. The gathered data is then converted into numbers using Likert scale indicators (Sugiyono, 2012). The Likert scale is used to rate all variables stated in the question, with the greatest score (5) for the statement strongly agree (SS) and the lowest score (1) for the statement strongly disagree (STS).

Questionnaire analysis is carried out by exporting data from the recapitulation of respondents' responses to excel sheets. The data will be analyzed or calculated using SPSS software. To illustrate the findings of the questionnaire, correlation analysis, regression analysis, and ANOVA tables were utilized in SPSS (Waleed et al., 2021). This study aims to test and find out how much influence the variable X1 (Job Satisfaction) and variable X2 (Work Life Balance) directly or simultaneously on variable Y (Employee Engagement) at PT Pelayaran Bahtera Adhiguna (PT BAg).

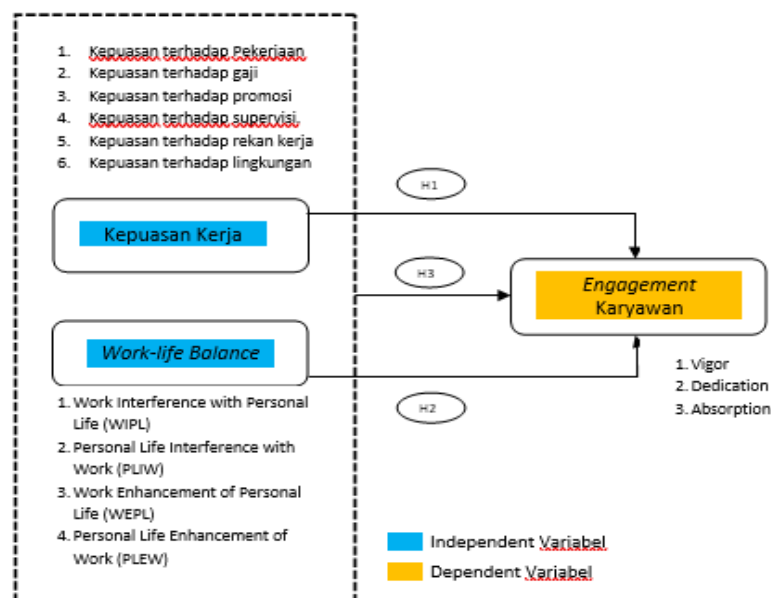


Figure 1. Figure 1 Conceptual Framework for the Influence of Job Satisfaction and Work Life Balance on Employee Engagement at PT. Adhiguna Ark Sailing (PT BAg)

Results And Discussion

Data collection was carried out with a structured questionnaire distributed using google form. Data was obtained from 74 respondents. Respondent data in this study is needed to find out the background of respondents which can be used as input to explain the results obtained from the research. Respondents are categorized by several groups based on gender, age, marital status, latest

education, position, employee status, working period. Respondents' characteristic data shown in Table 1.

Table 1 Respondents' Characteristics

Respondents' Characteristics		Frequency	Percentage
Gender	Male	61	82%
	Female	13	18%
Age	25 s/d 30 Years	20	27%
	31 s/d 40 Years	33	45%
	41 s/d 50 Years	10	13%
	> 50 Years	11	15%
Marital Status	Not Married Yet	12	16%
	Married	62	84%
Latest Education	D3	7	9%
	S1/D4	59	80%
	S2/S3	8	11%
Position	Functional	38	51%
	Structural	36	49%
Employee Status	Organic	36	49%
	Work Tasks	38	51%
Working Period	< 2 Years	5	7%
	2 - 5 Years	19	26%
	5 - 10 Years	16	21%
	> 10 Years	34	46%

Validity Test

All items in each variable are declared valid because the value of r count is greater than r table (0.229). So that all these items can be used as measuring tools in research and can also be used for analysis.

Reliability Test

Reliability test done by testing the instrument using the Alpha-Cronbach method. The questionnaire is reliable if the reliability index is greater than 0.6. The results of the reliability test are as follows:

Table 2 Reliability Test Results of Research Questionnaire

Variabel	Cronbach's Alpha	Alpha	Keterangan
Kepuasan kerja	0,972	0,600	Reliable
<i>Work-life balance</i>	0,969	0,600	Reliable
<i>Engagement</i> karyawan	0,971	0,600	Reliable

The Table 2 shows that for 18 questionnaire questions about job satisfaction, the index consistency is 0.972; for 20 questionnaire questions about work life balance, the index consistency is 0.969; for 12 questionnaire questions about engagement karyawan the index consistency is 0,971. This makes the responses collected more valuable because the data is appropriate for analyzing the impact of job satisfaction and work life balance on employee engagement. These results indicate that the statement items on the questionnaire can be relied upon to measure the variables.

Normality Test

The normality test in this study uses the Kolmogorov Smirnov test, namely by looking at the probability value, if the probability value is greater than 0.05, the data is normally distributed. The results of the normality test obtained a probability value of 0.200 having a value greater than 0.05 so that the data in the study were normally distributed.

Multicollinearity Test

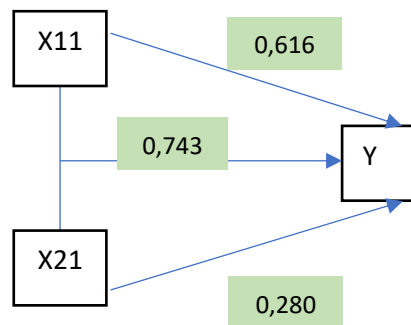
Multicollinearity testing in the study uses the Variance of Tolerance (VIF) and tolerance values, with the provision that if the tolerance value is greater than 0.1 and the VIF value < 10 then there is no multicollinearity in the research data the tolerance value for the variable Job satisfaction = 0.320 and Work Life Balance = 0.320 is greater than the tolerance value 0.1 while the VIF value of the variable Job satisfaction = 3.121 and Work Life Balance = 3.121 is less than 10, so it can be concluded that there are no symptoms of multicollinearity in the regression model.

Heteroscedasticity Test

According to Ghozali (2016) the heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals of one observation to another. If the variance from the residual of one observation to another observation remains, then it is called homoscedasticity and if it is different, it is called heteroscedasticity. A good regression model is one that has homoscedasticity or does not have heteroscedasticity. The heteroscedasticity test shows that the plots spread above and below the zero line, so that the data does not occur heteroscedasticity. Heteroscedasticity testing with the Glejser test, namely by looking at the probability value, if the probability value is greater than 0.05 then the data fulfills the heteroscedasticity test. The results of the heteroscedasticity test with the Glejser test obtained a probability value for each variable, namely job satisfaction of 0.272 and work life balance of 0.350 so that the probability value has a value greater than 0.05, so it can be concluded that there is no heteroscedasticity in the regression model.

Hypothesis Test

The magnitude of the influence of each variable is illustrated in the hypothesis testing scheme in Figure below:



The Effect of Job Satisfaction on PT BAg Employee Engagement.

The first hypothesis tested is the effect of job satisfaction on employee engagement, so the following hypothesis is formulated.

H₀: Job satisfaction has no effect on PT BAg employee engagement

H₁: Job satisfaction affects PT BAg employee engagement.

Tabel 3 Results of Testing the Effect of Job Satisfaction on Employee Engagement at PT BAg

Coef	t _{hitung}	t _{tabel} (db:72)	p-value	H ₀	H ₁
0,616	5,800	1,993	0,000	Ditolak	Diterima

Source: Data Processing Appendix 3. SPSS Output Result of Research Data Analysis (2023)

Based on the test results in Table 3, the tcount value of the Job Satisfaction variable is 5.800 and the p-value is 0.000. There is a tcount value (5,800) which is greater than ttable (1,993); and p-value (0.000) which is smaller than 0.05, it can be concluded that H₀ is rejected, so H₁ is accepted. The research results succeeded in proving the first hypothesis in this study which states that job satisfaction has a positive and significant effect on employee engagement by 62%.

Effect of Work Life Balance on PT BAg Employee Engagement.

The second hypothesis being tested is the effect of Work Life Balance on employee engagement, so the following hypothesis is formulated:

H₀: Work Life Balance has no effect on PT BAg employee engagement.

H₁: Work Life Balance affects PT BAg employee engagement.

Tabel 4 Hasil Pengujian Pengaruh *Work Life Balance* terhadap *Engagement* Karyawan PT BAg

Koefisien	t_{hitung}	t_{tabel} (df:72)	p-value	H₀	H₁
0,280	2,639	1,993	0,010	Ditolak	Diterima

Sumber: Pengolahan Data Lampiran 3. Output SPSS Hasil Analisis Data Penelitian (2023)

Based on the test results in table 4, the tcount value for the Work Life Balance variable is 2.639 and the p-value is 0.010. There is a tcount value (2.639) which is greater than ttable (1.993); and p-value (0.010) which is smaller than 0.05, it can be concluded that H₀ is rejected, so H₁ is accepted. The results of the study succeeded in proving the second hypothesis in this study which stated that work life balance had a positive and significant effect on employee engagement by 28%.

Effect of Job Satisfaction and Work Life Balance simultaneously on PT BAg Employee Engagement.

The third hypothesis being tested is the effect of job satisfaction and Work Life Balance simultaneously on employee engagement, so the following hypothesis is formulated:

H₀: Job Satisfaction and Work Life Balance simultaneously have no effect on PT BAg employee engagement.

H₁: Job Satisfaction and Work Life Balance simultaneously affect PT BAg employee engagement.

Tabel 5. Hasil Pengujian Pengaruh Kepuasan Kerja dan *Work Life Balance* terhadap *Engagement* Karyawan PT BAg

Koefisien	F_{hitung}	F_{tabel} (df:2/71)	p-value	H₀	H₁
0,743	102,750	3,13	0,000	Ditolak	Diterima

Sumber: Pengolahan Data Lampiran 3. Output SPSS Hasil Analisis Data Penelitian (2023)

Based on the test results in table 4.30, the value of Fcount (102.750) > Ftable (3.13) and the p-value is 0.000 < 0.05, it can be concluded that H₀ is rejected, so H₁ is accepted. The results of the study succeeded in proving the third hypothesis in this study which stated that job satisfaction and work life balance simultaneously had a positive and significant effect of 74% on employee engagement at PT BAg.

Discussion

Based on the results of the research conducted, it is known that job satisfaction has a positive and significant influence on employee engagement. The results of this study are in line with research conducted by Tepayakul, et al (2018) and Kanika Garg, et al (2018) where a positive effect was found between job satisfaction and employee engagement. This study also found that job satisfaction on salary, co-workers and work environment had a positive and significant effect on employee engagement, this is in line with the research of Arianti W.P, et al (2019), found that

job satisfaction at work, job satisfaction on salary, and job satisfaction work with colleagues has a positive effect on employee engagement in the Perwiratama Group.

Based on the results of the study it is known that work life balance has a significant and positive effect on employee engagement, thus the second hypothesis in this study is accepted by the results of empirical research. This is evidenced by the $t_{count} > t_{table}$ and the significance value < 0.05 . Work life balance is about how employees balance work demands with other demands such as family, hobbies and community life according to Muhammad Imran Malik et.al (Mardiana 2010). Work life balance consists of four dimensions. Of the four dimensions, it is known that the dominant influence on employee engagement is the Personal Life Enhancement Of Work (PLEW) dimension. The results of this study support previous research conducted by Mardiana, I.N., et al (2021) which stated that work life balance, work environment and compensation have a positive effect on employee performance. By achieving work life balance, employees can be more productive and explore hobbies or abilities outside of work. This will make employees happier at work. Companies that give consideration to the welfare of personal life and work life of employees are proven to be able to influence the level of employee engagement.

The results of the F test show that the significance value is $0.000 < 0.05$ and $F_{count} > F_{table}$ which means that job satisfaction and work life balance simultaneously affect employee engagement so that the third hypothesis in this study is accepted by empirical research results. With job satisfaction followed by achieving work life balance, it will increase the influence on employee engagement. The results showed that job satisfaction is a variable that has a dominant influence on employee engagement.

Conclusion And Recommendation

Conclusion

Based on the research results that have been obtained, it can be concluded that job satisfaction, work life balance partially or together have a positive and significant influence on employee engagement with different magnitudes of influence. The biggest effect is if job satisfaction is combined with work life balance, it will affect engagement by 74%, followed by customer satisfaction with an effect of 62% and work life balance of 28%. Thus, the more companies increase job satisfaction and apply work life balance well, the employee engagement at PT BAg will increase.

Recommendation

The aspect of job satisfaction has a direct and dominant effect on employee engagement, so it is very important for companies to create job satisfaction for their employees, especially by maintaining a conducive and comfortable work environment, providing work equipment and work facilities with a good security and safety system and creating Harmonious relations between colleagues in order to build solid teamwork in achieving company goals, besides that it is very important to improve employee welfare by equalizing and increasing salaries and employee benefits on a regular basis. Develop promotion policies that prioritize internal employees to fill structural positions in the company, as well as encouraging and implementing work life balance

policies that are regularly evaluated and improved to ensure benefits for employees and the company, including the application of work from anywhere, employee wellbeing and other supporting programs.

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