



THE INFLUENCE OF WORK LIFE BALANCE AND ORGANIZATIONAL CULTURE ON EMPLOYEE JOB SATISFACTION AT PT. ANUGRAH GROUP CORPORATION, KOLAKA REGENCY

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Info Article Received : 07 April 2025 Revised : 10 Mei 2025 Accepted : 19 Juni 2025 Publication : 30 Juni 2025	Abstract: This study aims to examine the influence of work life balance and organizational culture on employee job satisfaction at PT. Anugrah Group Corporation, Kolaka Regency. Job satisfaction is a crucial factor that determines employee productivity, commitment, and retention. This research adopts a quantitative approach with a census method involving 72 permanent employees as respondents. Data were collected through questionnaires and analyzed using multiple linear regression. The results show that work life balance and organizational culture both have a positive and significant effect on employee job satisfaction, both partially and simultaneously. This indicates that employees who can maintain a healthy balance between work and personal life and who work in a supportive organizational culture tend to experience higher job satisfaction. The findings highlight the importance for the company's management to develop policies that promote flexible work arrangements and to continuously foster a positive, collaborative, and fair workplace culture. These efforts are expected to improve employees' well-being, motivation, and overall job satisfaction, contributing to the company's sustainable growth. Abstrak: Penelitian ini bertujuan untuk menganalisis pengaruh work life balance dan budaya kerja terhadap kepuasan kerja karyawan pada PT. Anugrah Group Corporation, Kabupaten Kolaka. Kepuasan kerja merupakan faktor penting yang menentukan produktivitas, loyalitas, dan retensi karyawan. Penelitian ini menggunakan pendekatan kuantitatif dengan metode sensus yang melibatkan 72 karyawan tetap sebagai responden. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan regresi linier berganda. Hasil penelitian menunjukkan bahwa work life balance dan budaya kerja berpengaruh positif dan signifikan terhadap kepuasan kerja karyawan, baik secara parsial maupun simultan. Temuan ini mengindikasikan bahwa karyawan yang mampu menyeimbangkan tuntutan kerja dan kehidupan pribadi, serta bekerja dalam budaya organisasi yang mendukung, cenderung memiliki kepuasan kerja yang lebih tinggi. Oleh karena itu, manajemen perusahaan perlu menyusun kebijakan yang mendukung fleksibilitas kerja dan terus membangun budaya kerja yang positif, kolaboratif, dan adil. Upaya ini diharapkan dapat meningkatkan kesejahteraan, motivasi, dan kepuasan kerja karyawan sehingga berdampak pada pertumbuhan perusahaan yang berkelanjutan.
Keywords: Work Life Balance, Organizational Culture, Job Satisfaction Kata Kunci: Work Life Balance, Budaya Kerja, Kepuasan Kerja	
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INTRODUCTION

In the era of globalization and rapid digital transformation, companies are required to continuously adapt to maintain competitiveness in the face of increasingly fierce business competition. One of the key factors that determine the success and sustainability of the company is the level of employee job satisfaction. Job satisfaction is directly related to employee performance, commitment and loyalty. Without a high level of satisfaction, organizations will find it difficult to maintain productivity and achieve goals effectively and efficiently.

Job satisfaction can be seen from employees' positive feelings towards their work, enthusiasm in carrying out their duties, and pride in being part of the company. Judge and Kammeyer-Mueller (2019) state that job satisfaction reflects an individual's overall evaluation of their job and work environment. Satisfied employees tend to be more loyal, proactive, and willing to make innovative contributions to the progress of the organization.

There are various factors that influence employee job satisfaction, two of which stand out are work life balance and organizational culture. Work life balance refers to an employee's ability to balance work demands with personal life responsibilities. This balance plays an important role in reducing stress, improving well-being, and ultimately driving higher job satisfaction. Sirgy and Lee (2019) emphasized that employees who have a good work-life balance tend to feel happier and more satisfied in their jobs.

In addition, organizational culture is also an important aspect that shapes employee attitudes and job satisfaction. Organizational culture includes values, beliefs, and norms that are shared and guide behavior within the company. A positive culture will create a strong sense of belonging, trust, and cooperation between employees. Judge and Colquitt (2020) suggest that a supportive organizational culture will strengthen employee identification with the company and increase satisfaction through a sense of fairness, appreciation, and mutual respect. In fact, Park and Nawakitphaitoon (2022) found that organizational culture can mediate the relationship between leadership and job satisfaction, which shows the importance of an open and trust-based culture in increasing employee satisfaction, even in challenging work situations.

PT Anugrah Group Corporation as a growing company in Kolaka Regency also faces challenges in maintaining employee job satisfaction amidst increasing workloads and diverse employee backgrounds. Initial observations show that some employees have difficulty in maintaining a balance between a busy work schedule and personal needs.

On the other hand, there are still communication problems between work units and inconsistencies in the application of work culture. Some employees expressed the need for increased cross-departmental collaboration and more transparent communication to create a more supportive and inclusive work atmosphere.

This condition raises important questions about the extent to which the company has provided support for employees to maintain an effective work-life balance, and whether the current organizational culture has sufficiently encouraged satisfaction and a sense of belonging among employees. Poor work-life balance and weak organizational culture have the potential to lead to low job satisfaction, increased absenteeism, and the intention to leave the company.

Based on this background, this study aims to provide an empirical explanation of the effect of work life balance and organizational culture on employee job satisfaction at PT Anugrah Group Corporation, Kolaka Regency. By identifying the most dominant factors affecting job satisfaction, it is hoped that management will gain insight into formulating better HR policies and practical strategies that can improve and maintain employee job satisfaction in the long term.

METHOD

This study was conducted at PT. Anugrah Group Corporation, Kolaka Regency. The variables examined in this research are work life balance, organizational culture, and employee job satisfaction. According to Arikunto (2020), a population refers to the entire group of subjects or objects relevant to the research objectives. The population in this study includes all permanent employees of PT. Anugrah Group Corporation, totaling 72 individuals. In line with Wiyono (2020:76), a sample is defined as a subset of the population that possesses the same characteristics as the entire group. Given the relatively small number of employees, this study employed a census sampling method, whereby the entire population was used as the research sample. Consequently, the total sample size is equal to the population size, comprising 72 permanent employees. The use of a census ensures that all relevant perspectives are captured comprehensively.

The data analysis technique applied in this study is inferential statistical analysis using a multiple linear regression model. This method is utilized to examine the effect of the independent variables on the dependent variable, both simultaneously and individually. The multiple linear regression equation used in this study is formulated as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e \dots\dots\dots (1)$$

where **Y** represents the dependent variable, namely job satisfaction; **β_0** denotes the constant; **X_1** refers to the independent variable for work life balance; **X_2** represents the independent variable for organizational culture; **β_1** and **β_2** are the regression coefficients for each independent variable; and **e** is the error term (Supranto, 2020).

To test the hypotheses simultaneously, an F-test is employed. The F-test assesses whether the independent variables, when taken together, significantly influence the dependent variable (Ghozali, 2020:84). The hypotheses for the F-test are formulated as follows:

H₀: $\beta_1 = \beta_2 = 0$, indicating that work life balance and organizational culture do not jointly affect job satisfaction significantly;

H₁: $\beta_1 \neq 0$ and $\beta_2 \neq 0$, indicating that both independent variables jointly have a significant effect on job satisfaction.

The decision rule for the F-test is that if the significance probability exceeds 0.05, H₀ is accepted and H₁ is rejected; otherwise, if the significance probability is less than 0.05, H₀ is rejected and H₁ is accepted.

Furthermore, to assess the effect of each independent variable individually, a t-test is conducted. The t-test evaluates whether each independent variable has a significant partial influence on job satisfaction (Ghozali, 2020:84). The hypotheses for the t-test are stated as follows:

H₀: $\beta_i = 0$, meaning the respective independent variable does not significantly affect job satisfaction;

H₁: $\beta_i \neq 0$, meaning the independent variable has a significant effect on job satisfaction.

The decision criterion for the t-test is that if the significance probability is greater than 0.05, H₀ is accepted and H₁ is rejected; conversely, if the probability is less than 0.05, H₀ is rejected and H₁ is accepted (Ghozali, 2020:85).

In conclusion, this research method is designed to generate a comprehensive understanding of how work life balance and organizational culture influence employee job satisfaction at PT. Anugrah Group Corporation, both simultaneously and partially. The findings are expected to serve as a valuable reference for formulating effective and targeted managerial policies to enhance job satisfaction within the company.

RESULTS AND DISCUSSION

Results

Multiple Regression Analysis Results

Table 1 presents the computation results from the multiple regression analysis conducted to test the research model.

Table 1. Multiple Regression Analysis Computation Results

Influence Between Variables		Standardized Coefficient	Sig.t
Work Life Balance	→ <i>Employee Job Satisfaction</i>	0.277	0.000
Organizational Culture	→ <i>Employee Job Satisfaction</i>	0.733	0.000
R = 0,968 R ² = 0,936		F-value = 507.704 Sig. F = 0.000	

Source: Primary Data Processed with SPSS Version 24

Based on the results of the multiple regression analysis presented in Table 1, the multiple regression equation is as follows:

$$Y = 0,277X_1 + 0,733X_2 \dots\dots\dots (2)$$

The interpretation of the multiple regression analysis results is as follows: The value of R = 0.968 indicates that the correlation between the independent variables (work life balance and organizational culture) and employee job satisfaction is very strong. The R Square value of 0.936 shows that this regression model is able to explain 93.6% of the variation in employee job satisfaction, while the remaining 6.4% is explained by other variables not included in this model. This high R Square value indicates that the accuracy of the model is very good, as it exceeds 60%.

The analysis also highlights that the work life balance variable has a slightly higher standardized coefficient compared to organizational culture, implying that work life balance is the most dominant factor influencing employee job satisfaction at PT. Anugrah Group Corporation, Kolaka Regency. Therefore, maintaining a healthy work life balance is considered crucial for enhancing employees' job satisfaction in this company.

Hypothesis Testing

H1. Work Life Balance Has a Positive and Significant Effect on Employee Job Satisfaction

The test results for the effect of work life balance on employee job satisfaction show a standardized coefficient value of 0.277 with a significance value of 0.000 ($\alpha = 0.05$). This indicates that work life balance has a positive and significant effect on employee job satisfaction. This means that better work life balance will significantly enhance employees' job satisfaction. Therefore, the first hypothesis is accepted.

H2. Organizational Culture Has a Positive and Significant Effect on Employee Job Satisfaction

The test results for the effect of organizational culture on employee job satisfaction show a standardized coefficient value of 0.733 with a significance value of 0.000 ($< \alpha = 0.05$). This shows that organizational culture has a positive and significant effect on employee job satisfaction. This implies that a stronger and more supportive organizational culture will significantly improve employee job satisfaction. Therefore, the second hypothesis is accepted.

H3. Work Life Balance and Organizational Culture Simultaneously Have a Positive and Significant Effect on Employee Job Satisfaction

The F-test results show an F-value of 507.704 with a significance value of 0.000 ($< \alpha = 0.05$). This indicates that work life balance and organizational culture together have a positive and significant effect on employee job satisfaction. Thus, the combination of maintaining a healthy work life balance and fostering a strong organizational culture is proven to significantly increase employees' job satisfaction at PT. Anugrah Group Corporation, Kolaka Regency. Therefore, the third hypothesis is accepted.

Discussion

Work Life Balance and Employee Job Satisfaction

The results of this study reveal that work life balance, which is measured through indicators such as time management, workload manageability, flexibility of working hours, and support for personal life, has a positive and statistically significant effect on employee job satisfaction. This indicates that when employees perceive a fair balance between their professional and personal responsibilities, they are more likely to feel satisfied, motivated, and committed to their job.

This finding is grounded in the understanding that employees at PT. Anugrah Group Corporation, who face various work demands, place high value on having enough time and energy to fulfill family and social obligations without compromising work performance. When employees are given the autonomy to manage their time, benefit from flexible work arrangements, and receive understanding from their supervisors regarding family responsibilities, they experience reduced stress levels and higher job satisfaction.

In the context of today's workforce, especially in organizations operating in regions like Kolaka Regency, promoting work life balance is not just an HR policy but a strategic initiative to enhance employee well-being. Employees who enjoy a healthy work life

balance tend to be more productive, have lower absenteeism, and exhibit greater loyalty to the company.

This result aligns with findings from Sirgy and Lee (2019), who stated that organizations that implement work life balance initiatives see notable improvements in employee satisfaction and retention rates. Furthermore, Han and Lee (2021) found that employees who experience work life balance report higher work engagement and positive emotional attitudes towards their job.

The evidence supports the notion that work life balance serves as an effective buffer against work-related stress and burnout, both of which are detrimental to job satisfaction. By providing employees with reasonable working hours, fair workload distribution, and supportive leave policies, companies can nurture a more satisfied and motivated workforce.

Therefore, PT. Anugrah Group Corporation is advised to maintain and further develop policies that allow employees to harmonize work and personal life, such as flexible scheduling, remote working options when applicable, and supervisor training to foster empathy towards employees' family needs. These strategies can strengthen employees' positive perceptions and enhance overall job satisfaction.

Organizational Culture and Employee Job Satisfaction

This study also demonstrates that organizational culture, measured through dimensions such as shared values, trust, openness of communication, teamwork, and fairness, has a positive and significant influence on employee job satisfaction. This indicates that a strong, supportive, and positive culture within the organization increases the level of satisfaction experienced by employees.

A robust organizational culture shapes how employees interact, solve problems, and align their personal goals with the company's vision. When employees at PT. Anugrah Group Corporation perceive that the company fosters a culture of mutual respect, open communication, recognition, and collaboration, they feel a stronger sense of belonging and are more satisfied with their work environment.

This finding aligns with the view of Judge and Colquitt (2020), who emphasized that organizational culture is a key factor that drives employees' attitudes and behavior. A positive culture encourages employees to share ideas openly, trust their leaders and colleagues, and work harmoniously towards common goals.

Park and Nawakitphaitoon (2022) further explain that a supportive culture mediates the relationship between leadership and job satisfaction, creating a psychologically safe

space where employees can perform at their best without fear of blame or excessive criticism. This reinforces the role of culture as a foundational element in maintaining employee morale and satisfaction.

In practice, PT. Anugrah Group Corporation's management should strengthen cultural attributes that enhance fairness, recognition of employee contributions, and open dialogue. Programs such as team-building activities, transparent feedback systems, and leadership development initiatives can fortify the positive aspects of the existing culture.

Cultivating an inclusive and collaborative organizational culture not only boosts job satisfaction but also helps reduce conflict and turnover intention. Satisfied employees are more likely to act as brand ambassadors, contribute innovative ideas, and exhibit behaviors that benefit the organization as a whole.

CONCLUSION

Based on the discussion and findings of this research, the following conclusions can be drawn: (1). Work life balance, assessed through indicators such as time management, manageable workload, flexible working arrangements, and personal life support, has a positive and statistically significant influence on employee job satisfaction at PT. Anugrah Group Corporation, Kolaka Regency. A healthy work life balance reduces stress and improves employees' sense of well-being, leading to greater job satisfaction; (2). Organizational culture, measured through shared values, trust, communication openness, teamwork, and fairness, has a positive and significant effect on employee job satisfaction. A supportive culture fosters a sense of belonging, mutual trust, and collaboration, which directly contribute to employees' positive perceptions of their work environment, (3). Both work life balance and organizational culture, when considered simultaneously, significantly influence employee job satisfaction. This suggests that for PT. Anugrah Group Corporation to maintain and enhance job satisfaction, management must ensure a healthy balance between employees' work and personal lives while continuously strengthening a positive and inclusive organizational culture.

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