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## **Work-Life Balance, Job Stress and Employee Engagement on Employee Job Satisfaction**

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Haika Salsabila<sup>1</sup>, Devi Yasmin<sup>2</sup>

***Abstract:***

*This study aims to investigate the influence of Work-life Balance, Job Stress, and Employee Engagement on employee job satisfaction at PT Bumi Pratama Khatulistiwa, Kubu Raya Regency. This study uses an associative research design. The population consists of all factory employees of PT Bumi Pratama Khatulistiwa, totaling 123 people. The sampling method used is saturated sampling. The analytical tools used include multiple linear regression, correlation coefficient, coefficient of determination, simultaneous test (F test), and partial test (t test). Work-life Balance, Job Stress, and Employee Engagement together have a significant influence on Job Satisfaction. Work-life Balance affects Job Satisfaction partially, as well as Job Stress and Employee Engagement. This study makes a novel contribution by exploring the impact of Work-life Balance, Job Stress, and Employee Engagement on Job Satisfaction in the context of the oil palm plantation industry. The findings provide valuable insights for the management of PT Bumi Pratama Khatulistiwa to improve employee job satisfaction, by assisting in the development of more effective policies.*

**Keywords:** *Work-life Balance, Job Stress, Employee Engagement, Job Satisfaction*

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### **1. Introduction**

Human Resources (HR) is a crucial element in organizational management, both in public agencies and private companies. HR plays an important role in planning, managing, and controlling the organization through Human Resource Management (HRM). Job Satisfaction is a person's positive evaluation of their job, influenced by various factors both internal and external such as working conditions, work results obtained, and the characteristics of the job itself (Sinambela, 2016). To increase Job Satisfaction, companies can implement a Work-life Balance policy, which refers to a series of programs designed to help employees achieve a balance between their work responsibilities and their personal lives (Wahda et al., 2022).

Excessive work pressure can cause stress, which is the body's reaction to a high workload. Work stress can arise from various factors such as organizational structure, job demands, and working conditions (Sinambela, 2016). International Labor

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<sup>1</sup> Faculty of Economics and Business, University of Muhammadiyah Pontianak,  
[haikasalsabila@gmail.com](mailto:haikasalsabila@gmail.com)

<sup>2</sup> Faculty of Economics and Business, University of Muhammadiyah Pontianak,  
[devi.yasmin@unmuhpnk.ac.id](mailto:devi.yasmin@unmuhpnk.ac.id)

Organization Convention No. 156 (1981) indicates that stress in workers who have family responsibilities can worsen if there is no improvement in working conditions and special support.

Work-life balance helps reduce conflict between work roles and personal life (Sirgy & Lee, 2018). Employee engagement, both in work (job engagement) and organization (organizational engagement), can increase individual contributions to their roles (Kartono, 2017).

PT Bumi Pratama Khatulistiwa is a company operating in the oil palm plantation and processing sector in West Kalimantan. The company has 600 employees in the plantation and 123 employees in the mill, with Crude Palm Oil (CPO) and Palm Kernel (PK) production reaching a capacity of 30 tons/hour.

Data from the Central Statistics Agency (BPS) shows that the average worker in Indonesia worked 40.02 hours per week in 2022, an increase from 38 hours per week in 2020, exceeding the provisions of Law No. 11/2020 on Job Creation which stipulates 40 hours per week. Long working hours can result in employees having less recovery time (Sinambela, 2016). Work-life balance can help employees manage time between work and their personal lives (Lumunon et al., 2019).

Work stress is also triggered by excessive workload, low quality supervision, and work conflict (Sinambela, 2016). PT Bumi Pratama Khatulistiwa implements working hours of 7 hours a day or 40 hours a week, with a fingerprint attendance system. The absenteeism rate decreased by 15.65% in 2021 and 4.03% in 2022, although the number of sick leave is still high. Work-life balance policies can reduce absenteeism and turnover, and increase employee efficiency and loyalty (Wahda et al., 2022). Employee performance evaluations are conducted annually to measure productivity and work behavior. In 2021, 32 employees scored excellent, but in 2022 the number decreased by 18.08%. A good performance evaluation can increase motivation and attachment to the organization (Sinambela, 2016). Job Satisfaction has a significant impact on employee performance, with good work-life balance can improve performance (Wahyuni, 2023; Lukmiati et al., 2020). Job stress negatively affects employee performance (Yasmin & Prasetyo, 2017; Sulastri & Onsardi, 2020; Adiatyati, 2023). Employee Engagement also affects employee performance (Sucahyowati & Hendrawan, 2020; Pratiwi & Fatoni, 2023). Perceptions of the organization as a workplace that supports the balance between work and personal life can increase employee engagement and performance (Wahda et al., 2022). High Job Satisfaction is related to better employee motivation, commitment, and productivity (Sinambela, 2016).

This study aims to investigate the relationship between Work-life Balance, Job Stress, and Employee Engagement on Employee Job Satisfaction at PT Bumi Pratama Khatulistiwa, Kubu Raya Regency. In the context of this study, there is a need to explicitly identify the relevant research gaps related to the relationship between Work-life Balance, Job Stress, and Employee Engagement with employee Job Satisfaction, especially in the context of industrial sectors such as oil palm plantations. Previous

research tends not to have explored in depth the complex interactions between these factors in specialized work environments, such as those experienced by employees in the oil palm plantation industry.

This research makes a significant contribution by presenting recent and relevant empirical data regarding Work-life Balance, Job Stress, and Employee Engagement practices in the context of the oil palm plantation industry. The approach used in this study not only illustrates the relationship between these variables, but also presents a new perspective that can improve our understanding of how the complex interactions between these factors affect employee Job Satisfaction in these companies. As such, this study seeks to fill the existing knowledge gap and present a new contribution to the literature related to human resource management, especially in the context of specific industries such as oil palm plantations.

## **2. Theoretical Background**

### **Work-life Balance and Job Satisfaction**

Work-life balance is a key factor in improving employee productivity and job satisfaction. Employees who successfully maintain a balance between personal and work life tend to be happier and experience lower stress. Sirgy and Lee (2018) emphasized that work-life balance not only improves quality of life but also encourages higher job satisfaction. In the context of the oil palm plantation sector, such as at PT Bumi Pratama Khatulistiwa, which often faces long working hours and high physical demands, a policy of working time flexibility and support for employees' personal needs is essential. Implementing these policies can help create a better work-life balance and reduce work pressure.

Research by Mas-Machuca et al. (2016) revealed that companies that implement work-life balance policies tend to have lower turnover rates and more harmonious working relationships. In the plantation sector, this becomes a very important relevance to create a more productive and healthy work environment. In addition, Robbins et al. (2019) recommend the use of technology to improve work time efficiency, so that employees have more time for their personal lives.

### **Job Stress and Job Satisfaction**

Excessive job stress is often a major obstacle to job satisfaction. Selye et al. (2017) showed that prolonged stress can lead to burnout and decreased productivity. In the plantation sector, especially at PT Bumi Pratama Khatulistiwa, intense workloads often trigger high stress. Therefore, effective stress management strategies are crucial to support employee well-being.

Behera et al. (2018) revealed that stress management training that includes relaxation techniques and time management can help reduce stress and improve employee relations. In the context of oil palm plantations, this is important to create a more supportive work environment and reduce the negative impacts of poorly managed

stress, such as chronic fatigue and sleep disturbances, as described by Lu et al. (2020). Therefore, it is important for companies to provide regular mental health support.

### **Employee Engagement and Job Satisfaction**

Employee engagement has a positive correlation with job satisfaction. Schaufeli (2018) explains that employees who are emotionally engaged with their work show higher performance and commitment to the organization. In the plantation sector, which often has monotonous and repetitive work, it is important to increase employee engagement through training that provides self-development opportunities.

Bailey et al. (2017) emphasized the importance of recognizing employee contributions, both financial and non-financial rewards, to increase motivation and job satisfaction. Bakker and Demerouti (2020) also point out that employee engagement can help them cope with high work pressure, thereby reducing absenteeism and turnover rates. In the context of PT Bumi Pratama Khatulistiwa, this approach can strengthen positive working relationships and support the long-term sustainability of the company

## **3. Methodology**

This type of research is associative research which aims to determine the relationship between two or more variables. The data used consists of primary and secondary data. Primary data is obtained through interviews and questionnaires, while secondary data is obtained from company reports which include production results, number of employees, work schedules, attendance, and performance appraisals. The population of this study were all factory employees of PT Bumi Pratama Khatulistiwa, totaling 123 people. The sampling method uses saturated sampling technique, so that the entire population is sampled. The data obtained from respondents through questionnaires were coded according to a Likert scale from 1 to 5, then tabulated using statistical analysis with the SPSS program. The analytical tools used are multiple linear regression, correlation coefficient, coefficient of determination, simultaneous test (F test), and partial test (t test).

This study aims to determine the relationship between Work-life Balance, job stress, and Employee Engagement on job satisfaction of PT Bumi Pratama Khatulistiwa factory employees in Kubu Raya Regency. The research variables are measured by the following indicators:

For Work-life Balance, indicators include flexibility in working hours, job sharing, special leave, dependent care support, and religious support. Examples include permission to work longer hours, flexibility of working hours, job sharing, maternity and paternity leave, as well as holiday allowances and worship facilities. Indicators of Job Stress include workload that feels heavy, pressure from leaders, lack of work equipment, conflicts with leaders and coworkers, and family problems that interfere with work. Employee Engagement indicators include enthusiasm and energy at work, diligence in completing tasks, pride in being part of the company, responsibility, and the ability to focus and love work. Indicators of Job Satisfaction include feelings

towards the salary and benefits received, suitability of income to the needs of life, challenges and fun at work, opportunities to learn and develop, and good relationships with leaders and coworkers.

This research will provide an understanding of how work-life balance, job stress, and employee engagement affect employee job satisfaction at PT Bumi Pratama Khatulistiwa. The results are expected to provide recommendations to improve employee job satisfaction through better policies and programs

#### 4. Empirical Findings/Result

The demographic profile of employees at PT Bumi Pratama Khatulistiwa shows that most employees are male (95.12%), aged between 31 to 40 years (48.78%), have a high school education background (84.55%), have an income of Rp.4,000,000.00-Rp.5,999,999.00 per month (50.41%), have a working period of 5 to 9 years (67.48%), and have a position as a helper (21.95%). All employees are married and have two dependents (48.78%).

This research provides an in-depth look at the management of PT Bumi Pratama Khatulistiwa on the elements that need to be considered in improving employee job satisfaction. This can help the company design more effective policies. Thus, this research can contribute to the understanding of the factors that influence employee job satisfaction and provide a foundation for companies to improve employee welfare and productivity.

The results of multiple linear regression analysis in this study can be seen in the following table:

**Table 1. Multiple Linear Regression Analysis Results**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	1.020	.451		2.261	.026
	Work-life Balance	.460	.099	.322	4.653	.000
	Stress Work	-.218	.045	-.323	-4.881	.000
	Employee Engagement	.412	.078	.373	5.304	.000

From the table above, it can be seen that the multiple linear regression equation is as follows:

$$Y = 1.020 + 0.460X_1 - 0.218X_2 + 0.412X_3$$

The regression equation above can be explained as follows:

1. The constant ( $\alpha$ ) is 1.020. This means that if the variables Work-life Balance ( $X_1$ ), Job Stress ( $X_2$ ), and Employee Engagement ( $X_3$ ) are 0 (zero), then Job Satisfaction ( $Y$ ) is 1.020.
2. The regression coefficient value ( $b_1$ ) of the Work-Life Balance variable is 0.460, which means that if the Work-life Balance variable increases by 1 (one) unit, Job Satisfaction will increase by 0.460 units.

- The regression coefficient value ( $b_2$ ) of the Work Stress variable is -0.218, which means that if the Work Stress variable increases by 1 (one) unit, Job Satisfaction will decrease by 0.218 units.
- The regression coefficient value ( $b_3$ ) of the Employee Engagement variable is 0.412, which means that if the Employee Engagement variable increases by 1 (one) unit, Job Satisfaction will increase by 0.412 units.

The results of the Correlation Coefficient (R) in this study can be seen in the following table:

**Table 2. Correlation Coefficient (R) Results**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.706 <sup>a</sup>	.499	.486	.10968

Table 2 shows that the correlation coefficient value of 0.706 means that the relationship between the variables Work-life Balance, Job Stress, and Employee Engagement on Job Satisfaction is strong because it is in the interval 0.60-0.799. The coefficient of determination ( $R^2$ ) of 0.499 means that 49.9% of Job Satisfaction can be explained by Work-life Balance, Job Stress, and Employee Engagement, while the remaining 50.1% is influenced by other variables not included in this study.

The results of the Simultaneous Effect Test (F Test) in this study can be seen in the following table:

**Table 3. Simultaneous Effect Test Results (F Test)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.425	3	.475	39.495	.000 <sup>b</sup>
	Residuals	1.432	119	.012		
	Total	2.857	122			

The test results show that the significance value is  $0.000 < 0.05$ , it can be concluded that there is a significant influence simultaneously (together) between Work-life Balance, Job Stress, and Employee Engagement on Job Satisfaction.

The results of the Partial Effect Test (t test) in this study can be seen in the following table:

**Table 4. Partial Effect Test Results (t Test)**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.020	.451		2.261	.026
	Work-life Balance	.460	.099	.322	4.653	.000
	Stress Work	-.218	.045	-.323	-4.881	.000
	Employee Engagement	.412	.078	.373	5.304	.000

Table 4 can be explained as follows:

- The significance value of the Work-life Balance variable ( $X_1$ ) is  $0.00 < 0.05$ , it can be concluded that there is a partially significant influence between Work-life Balance on Job Satisfaction.

2. The significance value of the Work Stress variable ( $X_2$ ) is  $0.00 < 0.05$ , it can be concluded that there is a partially significant effect between Work Stress and Job Satisfaction.
3. The significance value of the Employee Engagement variable ( $X_3$ ) is  $0.000 < 0.05$ , it can be concluded that there is a partially significant influence between Employee Engagement on Job Satisfaction.

## 5. Discussion

### **The Effect of Work-Life Balance on Job Satisfaction**

This study shows that work-life balance has a positive influence on employee job satisfaction at PT Bumi Pratama Khatulistiwa. Employees who feel able to achieve a balance between work and personal life tend to be more satisfied with their jobs. This is supported by previous research which states that work-life balance has a positive influence on employee job satisfaction (Rondonuwu, et al., 2018). However, other research (Lumunon, et al., 2019) states that work-life balance has no effect on employee job satisfaction.

### **The Effect of Job Stress on Job Satisfaction**

The results show that job stress has a negative impact on employee job satisfaction. High levels of job stress correlate with lower levels of job satisfaction. Research by Yasa & Dewi (2019) shows that job stress has a negative and significant effect on job satisfaction. Another study by Bhastary (2020) also shows that there is a negative and significant effect of job stress on job satisfaction. In other words, if the level of job stress gets higher, then job satisfaction will decrease.

### **The Effect of Employee Engagement on Job Satisfaction**

Research findings show that employee engagement has a significant effect on employee job satisfaction. Other research also proves that employee engagement has a positive influence on job satisfaction (Rachman & Dewanto, 2016).

The results of this study are expected to provide a clear picture of the factors that influence employee job satisfaction at PT Bumi Pratama Khatulistiwa. The implications of these findings can be used by companies to improve work-life balance management, manage job stress, and increase employee engagement to improve overall job satisfaction. This research can also contribute to the human resource management literature by deepening the understanding of the relationship between work-life balance, job stress, employee engagement, and employee job satisfaction.

## 6. Conclusions

Based on the results of research on the influence of Work-life Balance, Job Stress, and Employee Engagement on employee Job Satisfaction at PT Bumi Pratama Khatulistiwa in Kubu Raya Regency, several conclusions can be drawn that are relevant to the context of the organization. First, Work-life Balance is proven to have a positive influence on employee Job Satisfaction. The balance between work and

personal life makes employees tend to be more satisfied with their jobs. In contrast, Job Stress has a negative impact on Job Satisfaction, where high levels of stress often lead to low levels of job satisfaction. Employee Engagement is also proven to play an important role in increasing Job Satisfaction, as employees who are actively involved in work and have a high attachment to the company feel more satisfied with their jobs.

These three variables do not stand alone but interact with each other. Good work-life balance can help reduce levels of Job Stress, which in turn increases levels of Employee Engagement. The positive interaction between these three variables contributes to increased overall employee Job Satisfaction.

The findings have significant practical implications for PT Bumi Pratama Khatulistiwa. Effective management of work-life balance, stress management, and Employee Engagement development can be integrated into the company's human resource management strategy. Recommendations to maintain or improve Work-life Balance policies, implement stress management programs, and improve Employee Engagement programs are also possible improvement measures.

The importance of employees' active role in maintaining Work-life Balance and managing stress is also emphasized. Employee awareness and participation in creating a balanced and supportive work environment is critical to the success of these strategies in improving overall Job Satisfaction at PT Bumi Pratama Khatulistiwa.

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