Job Satisfaction, and Working Environment: Mediating Role of Work-Life Balance

Kepuasan Kerja dan Lingkungan Kerja: Peran Mediasi Work-Life Balance

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ABSTRACT
This study addresses the growing concern of achieving work-life balance and its impact on employee productivity and job satisfaction in various industries. Focusing on the psychological mechanisms, the research explores the mediating role of work-life balance in the association between job satisfaction and work environment. Employing a data mining strategy, the study extracts employee ratings from Jobstreet.com, to compile a sample of 124 companies across diverse industries, providing a quantitative contribution to the emerging field. The research demonstrates the advantages of using social media data to evaluate employer brands, highlighting the inclusive nature of platforms like Jobstreet for diverse user engagement. The research identifies a robust correlation between a healthy work-life balance and improved job performance, emphasizing the need for a deeper understanding of the processes involved. It explores the influence of workplace culture and environment on work-life balance and productivity, particularly how employee satisfaction with coworkers contributes to psychological well-being. The study aims to shed light on how work-life balance mediates the relationship between the work environment and job satisfaction.
Keywords: Job Satisfaction, Working Environment, Work-Life Balance, Jobstreet, Data Mining

ABSTRAK
Penelitian ini membahas masalah yang berkembang dalam mencapai *work-life balance* dan dampaknya terhadap produktivitas dan kepuasan kerja karyawan di berbagai industri. Berfokus pada mekanisme psikologis, penelitian ini mengeksplorasi peran mediasi *work-life balance* dalam hubungan antara kepuasan kerja dan lingkungan kerja. Dengan menggunakan strategi data mining, penelitian ini mengekstrak peringkat karyawan dari Jobstreet.com, untuk mengumpulkan sampel dari 124 perusahaan di berbagai industri, memberikan kontribusi kuantitatif pada bidang yang sedang berkembang. Penelitian ini menunjukkan keuntungan menggunakan data media sosial untuk mengevaluasi merek perusahaan, menyoroti sifat inklusif platform seperti Jobstreet untuk keterlibatan pengguna yang beragam. Penelitian ini mengidentifikasi korelasi yang kuat antara *work-life balance* dan kehidupan pribadi yang sehat dan peningkatan performa kerja, yang menekankan perlunya pemahaman yang lebih mendalam tentang proses. Penelitian ini mengeksplorasi pengaruh budaya dan lingkungan tempat kerja terhadap keseimbangan kehidupan kerja dan produktivitas, terutama bagaimana kepuasan karyawan terhadap rekan kerja berkontribusi terhadap kesehatan psikologis. Penelitian ini bertujuan untuk menjelaskan bagaimana *work-life balance* memediasi hubungan antara lingkungan kerja dan kepuasan kerja.
Kata Kunci: Kepuasan Kerja, Lingkungan Kerja, *Work-Life Balance,* Jobstreet, *Data Mining*

1. Introduction

Many companies are making significant efforts to lessen the friction between workers' work and family lives as a reaction to the rising health and productivity issues caused by workers' inability to strike a work-life balance (Fapohunda, 2014). Researchers and management alike have taken a keener interest in this field. Companies that do not let their

workers have any leeway in combining their professional and personal lives have a detrimental effect on employee productivity (Kelly et al., 2014).

Research by Smith, Smith, and Brower (2016), among others, has shown a robust correlation between a healthy work-life balance and improved productivity on the job. Little is known about the processes that underlie the correlation between work-life balance and employee effectiveness on the job, even though this correlation is attracting more and more attention from studies. Little research has focused on investigating how and why work-life balance predicts job performance.

The primary goal of this study was to investigate potential psychological mechanisms that employees use to enhance their performance on the job about their views of work-life balance. We specifically looked at how work culture and environment relate to work-life balance and productivity on the job. This research examines the impact of work-life balance as a mediator on the association between job satisfaction and work environment. We used Jobstreet.com, an Indonesian employment search site, to compile a sample of 124 companies representing a variety of industries. Other job searchers might benefit greatly from reading job evaluations written by people who have already found success in one of the target industries. This will make the process of choosing an industry much easier.

Nonetheless, prior research has extensively examined the relationship satisfaction and individual and organizational outcomes (Sturman & Park, 2016). More research is needed on the topic of workplace culture and environment (Haider et al., 2018). Work-life balance is more likely to impact employees' psychological wellness when it interacts with their contentment with coworkers, and we center our attention on this aspect of employees' experiences at work. The study's secondary aim was to look at how happy workers are with their coworkers, making them feel better about their work-life balance.

Using the employer branding data from Jobstreet to anonymously mine employee ratings, we provide a quantitative contribution to an emerging field in this study. Researchers and practitioners can use Big Data techniques to learn more about the correlation between business performance and non-traditional metrics that affect company ratings, like employees' feedback on their own work satisfaction.

Additionally, our study shows that using a data mining strategy might significantly improve future research designs compared to previous research methods. This is especially true for studies that rely significantly on survey data. While well-designed survey instruments are legitimate, large-scale, cross-industry surveys using these methods may result in poor response rates and expensive expenses. In addition, the inflexibility and finality of individual surveys restrict researchers' ability to conduct exploratory investigations and post hoc analyses (barring the provision of an additional survey). Furthermore, the present study's poll should have been larger to accurately reflect the entire industry, which raises concerns about its generalizability. Thus, our approach proposes several new research directions.

Our method for measuring employee happiness at the organization has three advantages. To begin with, it is reflective of the workers' perceptions of the firm and its leadership rather than the organization's declared principles. According to Guiso et al. (2015), employees' perceptions are important to company performance, but declared values do not affect real actions. Second, we conducted a thorough analysis as our metric considers the views of more than a hundred workers from various companies. Thirdly, assessments of workers' happiness are available to academics on the Jobstreet platform.

2. Literature Review
Employee Satisfaction and Corporate Performance

Workers are a company's most valuable asset. Koys (2001) cite research showing that companies that put an emphasis on employee happiness and invest in their human resources have superior financial results. The level of happiness among employees is often gauged by

surveys and openly accessible datasets like as GPTWI and "Best Company" ratings. There are difficulties with this approach. They make limited conclusions and assumptions because of selection bias that is not insignificant. More specifically, they should look at the factors contributing to employee satisfaction. A potential solution to this limitation is the application of social media data mining.

According to Robbins and Judge (2013), when employees are happy in their jobs, they are more likely to be committed to their teams and organizations, leading to better problem-solving, conflict resolution, and creative output. Good attitudes and actions are promoted by coworker satisfaction (Avery, McKay, & Wilson, 2007), which in turn leads to optimistic thinking, psychological well-being, and good attitudes (Conversano et al., 2010). Employee happiness with coworkers is expected to improve psychological health because positive attitudes and actions generated from coworker satisfaction are deeply ingrained in psychological wellness. According to previous studies, satisfying relationships at work are a predictor of health and happiness (Biggio & Cortese, 2013).

In the workplace, everyone has their own set of priorities and requirements. Keep in mind that different people may be more or less satisfied with their jobs depending on a variety of reasons. When work-life balance interacts with employees' happiness, it amplifies the benefits of improving employees' psychological wellness.

Studies have shown that creating a pleasant workplace can boost morale and productivity (Hafeez et al., 2019). A pleasant physical setting, a positive social climate, and leadership that is both fair and caring can boost employee commitment, efficiency, and effectiveness (Agbozo, 2017). The term "work-life balance" refers to an individual's ability to meet their professional responsibilities without sacrificing their health, happiness, or contentment in other areas of their lives (Shockley et al., 2017).

Hence, it concludes that work-life balance mediates the influence of the work environment on job satisfaction.

Employer Branding and Jobstreet.com Data

Many domains have experienced the profound impact of social media. Bollen, Mao, and Zeng (2011), have found that public opinion data and consumer sentiment derived from sources like online reviews and tweets can be used to estimate sales and stock price fluctuations. By compiling information regarding product benefits and drawbacks, businesses can track public sentiment using social media data, and consumers can better understand the product as a whole (Abrahams et al. 2013). The plethora of data accessible on social media platforms can substantially enhance studies examining employee happiness and the worth of a firm. An example would be the website Jobstreet. Jobstreet is a site where present and past workers can anonymously discuss their experiences at work. It is possible to advertise our business online with Jobstreet. Moniz (2017) asserts that the inclusive nature of Jobstreet is one reason why the site draws a diverse spectrum of users.

So far, there has been little effort to utilize social media as a data source for evaluating employer brands. A total of 102,888 employee evaluations were utilized by Huang et al. (2015) from 993 publicly traded US businesses between 2008 and 2012. They give much weight to factors like job happiness, advancement opportunities, pay and benefits, work-life balance, and support from superiors, upper management, and the CEO.

3. Research Methods

With the proliferation of social media data and the maturation of data-gathering and analysis technologies, new avenues of inquiry are opening up in the social sciences. The shift toward "Computational Social Sciences" was expedited by the capacity to collect and analyze large datasets (O'Connor et al. 2011). According to Chen, Chiang, and Storey (2012), data mining has extensively used textual data retrieved from Web 2.0 applications. Several aspects

of employee satisfaction can be addressed using its detailed information. Data mining, descriptive statistics, and path analysis are thus integrated into our approach. The most important of which are the following: Jobstreet.com data collection, text pre-processing, employee satisfaction extraction, corporate performance measurement, and path analysis.

Jobstreet features 1,000+ firms with over 8 million reviews, ratings, recommendations, and salary data from CEOs worldwide. The diversity of the workforce is mirrored by the diverse backgrounds of Jobstreet's reviewers. Anyone working in finance or technology, from programmers to analysts. Each review on Jobstreet.com includes multiple measures of employee satisfaction. One of the most prominent indicators is the Overall rating, which ranges from 1 to 5. Along with work-life balance, workload/stress, career growth chances, company culture, and management, there are seven other categories in which employees can rank their organization. In the last section of the review, there is a free-form space for the reviewer to provide additional details about the organization or the position using their own words.

In order to scrape Jobstreet.com for feedback data, we developed a web crawler. All 124 of the featured Indonesian businesses had a total of 42,838 reviews reviewed. Companies with 250 reviews or more will be removed from the list. Our aggregate data set includes information on nine distinct kinds of businesses. Table 1 contains the descriptive statistics. Regarding review count, the top five industries were all connected to technology: retail, healthcare, finance, and telecommunications.

A work-life balance, defined here as "the degree to which an individual's professional and personal responsibilities are adequately met without sacrificing either," serves as the mediating variable in the present study (Shockley et al., 2017). Employees' average perceptions of their work-life balance served as the variable's measure in this study.

The researchers in this study employed path analysis, a statistical tool for examining and describing the links between model variables and their effects. Using this technique, we may trace the pathways via which the independent factors affect the dependent variable, both directly and indirectly. Prior to delving further into the acquired data, it is essential to conduct this classic assumption test. Data was evaluated with SPSS 20.

Table 1. Descriptive Statistics

	Mean	Std. Deviation	N
Job satisfaction	0.9113	0.0658	124
Work-life Balance	0.38595	0.285092	124
Work Environment	0.775162	0.112917	124

4. Results and Discussions

There is a negative and statistical correlation between the degree to which workplace work environments are assessed. According to Hafeez et al. (2019), job satisfaction is affected by the quality of the facilities obtained by employees, as long as the communication between employees and management is smooth and transparent. Although it directly impacts the association between job satisfaction and work environment, work-life balance does mediate it. Thus, the third hypothesis is accepted. Work-life balance has a negative impact. The path model that includes the detailed factors of working environment and work-life balance can predict job satisfaction by 48%.

Job satisfaction, as evaluated by employer surveys like Jobstreet, contributes an intangible value to a company's performance on the same platform, according to our research. Human resource management theory posits that contented employees are more productive

employees (Edmans, 2011). This study adds to the existing body of knowledge on employee review analysis, a method for gauging the usefulness of ratings derived from staff opinions (Khavis et al., 2022).

With work-life balance serving as a mediator, this study seeks to elucidate the connection between the workplace and job happiness (Bumhira et al, 2017). To better understand how satisfied employees are with their jobs (Wood et al., 2020), it is recommended that you gather data from employer brand platforms like Jobstreet.com.

Table 2. Pearson Correlation

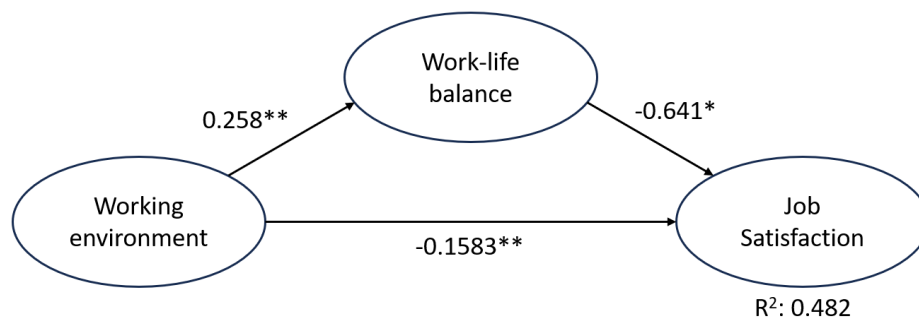|	Job Satisfaction	Work-life Balance	Work Environment
Job Satisfaction	1.000	-0.614	0.070
Work-life Balance	-0.614	1.000	-0.130
Work Environment	0.070	-0.130	1.000

Figure 1. Path Analysis

5. Conclusion

There are three primary benefits of our research: (1) Instead of using outdated methods like surveys, we leverage one-of-a-kind data from the social media platform Jobstreet.com to gather anonymous employee input for text analysis. We may compare different industries and conduct detailed category analyses with that data. (2) Data mining methodologies enable a variety of studies, as we demonstrate. Following the establishment of primary data types, we employed a path analysis to unearth latent correlations and patterns. Thirdly, we investigate what makes workers happy. Our research shows that there is a strong indirect correlation between work-life balance and job satisfaction, and this correlation is strongly influenced by the workplace.

There are a number of possible avenues that could be investigated later down the road. A more complex version of regression analysis that accounts for and analyzes distinct kinds of sectors may be used by academics in the future. For researchers seeking conclusive answers, text mining with tags and keywords and improved extraction methods could be enhanced by more sophisticated sentiment analysis.

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