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Job Satisfaction Analysis: The Influence of Work Engagement, Person Environment Fit, and Work Life Balance on Job Satisfaction of Employees of PT. Inka Multi Solution Trading

Naimatu Saniati Rodhiya^{1*}, Naning Kristiyana², Siti Chamidah³

^{1,2,3}Management Study Program, Faculty of Economics, Universitas Muhammadiyah Ponorogo, Ponorogo Regency, Indonesia

*Corresponding Author: nrafakristi@gmail.com

Abstract: This study aims to test and analyze the effect of Work Engagement, Person Environment Fit, and Work Life Balance on Job Satisfaction in employees of PT INKA Multi Solusi Trading. This study uses a quantitative approach and explanatory research. The population in this study were employees of PT INKA Multi Solution Trading (IMST) with a total of 71 people. The data analysis technique used is multiple linear regression using the IBM SPSS (Statistical Package for Social Science) program version 25. The results showed that there was a direct and proven significant effect of Work Engagement and Work Life Balance on Job Satisfaction. However, the variable Person Environment Fit has no significant effect on Job Satisfaction. Main Findings: Work Engagement and Work Life Balance have a direct and significant influence on Job Satisfaction; Person Environment Fit does not have a significant influence on Job Satisfaction. The findings of this study indicate that Work Engagement and Work Life Balance are important factors that influence Job Satisfaction of PT INKA Multi Solusi Trading employees. Companies need to focus on efforts to improve Work Engagement and Work Life Balance of their employees to increase Job Satisfaction and ultimately improve company performance.

Keyword: Work Engagement, Person Environment Fit, Work Life Balance, Job Satisfaction, Employee Satisfaction

INTRODUCTION

Job satisfaction is a crucial element of employee well-being and organizational success. Various factors influence job satisfaction, including work engagement, person-environment fit, and work-life balance. Research has shown that job satisfaction is positively impacted by factors such as employee engagement (Samosir et al., 2022), organizational support (Yuwono, 2021), and work-life balance (Karlita et al., 2020). Additionally, the Big Five personality traits, particularly extraversion and conscientiousness, have been found to indirectly influence job satisfaction through work engagement (Blatný et al., 2018). Moreover, proactive personality has been linked to job satisfaction through self-efficacy and work engagement (Li et al., 2017).

Understanding the relationship between job satisfaction and its determinants is essential for organizations to enhance employee satisfaction and performance. Studies have highlighted the mediating role of job satisfaction in the relationship between workload, remuneration, and psychological rewards with job performance (Jalal & Zaheer, 2017). Furthermore, organizational commitment has been found to be mediated by job satisfaction, emphasizing the importance of job satisfaction in fostering commitment among employees (Lok & Crawford, 2001).

The role of human resources in an organization is the main milestone in the running of a series of activities of an organization or agency (Zorlu, 2009). An organization or company must be able to manage, control, and evaluate the existence of human resources. More clearly, an organization needs the intake of employees who have superior performance and performance, skilled, capable, and competent. In addition, to support their credibility, employees also need their rights to fulfill satisfaction at work. This is closely related to work attachment or involvement, employee relationships with the work environment, and the balance of each employee's life.

Many variables can affect employee job satisfaction. One of them is Work Engagement which is the main basis for the Company's success in realizing employee satisfaction. Work Engagement which is an employee's emotional attachment to the organization which is marked by a desire to stay with the organization, and efforts and commitment to achieve goal success (Schaufeli et al., 2001). Work Engagement is related to the positive response of employee behavior to their work in the company. Employees who have Work Engagement will be encouraged and try harder to achieve the success of company goals that have been determined. In addition, they will be fully committed personally to achieving these goals. Not only that, PT IMST employees will also show high enthusiasm for applying their energy to work. Therefore, Work Engagement is an interesting variable to know and analyze in relation to employee Job Satisfaction. In addition, there are several other variables that also trigger the level of Job Satisfaction of an employee. One of these variables is Person Environment Fit. The concept of Person Environment Fit emphasizes that there is a fit that occurs in the characteristics of an officer with his work environment. In this case, employees will tend to be more productive in completing the tasks assigned to them. Based on the (van Zyl et al., 2023) study, in line with the Person Environment Fit variable, it needs to be emphasized that there are also supporting variables that can affect employee Job Satisfaction, namely Work Life Balance. Work Life Balance (balance between work life and personal life) is the tendency of individuals to be fully involved in carrying out each of their roles. Based on research by (Ognjanović & Mitrović, 2022), individuals who achieve work-life balance tend to be able to focus on their work and feel encouraged to improve their job performance.

Based on the explanation above, one of the organizations experiencing this condition is PT INKA Multi Solusi Trading. Based on the data, it can be said that 51% have the status of PKWT. This condition greatly impacts the uncertainty regarding the future of employees in the company. More specifically, there is no clear career path for each employee with this status. This uncertainty certainly fosters a level of intensity of confusion and insecurity in employees due to changing environmental conditions. Feelings of job insecurity can reduce employee satisfaction or Job Satisfaction and encourage them to look for work elsewhere. In addition, based on data obtained from the Human Resources Development Division (HRD), the above is in line with the annual program released by PT IMST, namely the awarding of employee innovations both individually and in groups. Awards from the company refer to rewards given as a form of recognition for contributions made by employees through scientific papers or innovative works that reach the MVE (Minimum Viable Experience) target. In product management, the term MVE or "minimum viable" refers to something that the team believes can be released to the market with the aim of getting useful feedback. The

production division seeks to create a Minimum Viable Product (MVP) by balancing developing sufficient functionality to test employee ideas, while launching the product quickly.

Although the product division's focus lies on functionality, they must also consider broader aspects. In addition to creating sufficient functionality, the team also needs to ensure that the product provides a Minimum Viable Experience (MVE). Minimum Viable Experience refers to how users experience the product and the company that developed it. This experience includes more than just new product features. It involves aspects such as design, layout, packaging, ease of use, and other elements that contribute to the overall customer experience. If the MVE target is met, the innovation work can be implemented in the next PT IMST project. The awards or rewards for individuals or teams who succeed in winning the annual program are in the form of annual bonuses, laptops, Umrah packages, salary increases, or promotions. When companies provide rewards that are in line with employees' achievements or work results, this can increase employee satisfaction with their work. However, the program has not been implemented regularly every year. So there needs to be special attention for the HR development division in stabilizing this annual program.

In connection with this phenomenon, company restructuring also brings changes in the organizational environment, both directly and indirectly, which can affect the organizational climate. Employees have to adapt to the new management, which can trigger stress levels. In fact, a fit work environment is very influential on the sustainability of employee performance. In this regard, it can be interpreted that this research has a theoretical study, namely the existence of Job Satisfaction which can be influenced by several variables such as Work Engagement, Person Environment Fit, and Work Life Balance in employees of PT INKA Multi Solution Trading (IMST).

METHOD

This research uses a quantitative approach. In achieving the target research objectives, a quantitative approach is used to examine the possibilities associated with a deductive approach to test existing theories. On the other hand, according to its purpose, this research is explanatory research. The population in this study were employees of PT INKA Multi Solution Trading (IMST) with a total of 71 people. The sample in this study were employees of PT INKA Multi Solusi Trading (IMST), both permanent employees and PKWT who entered the subdivision of PT IMST. In this study, the sampling method applied was saturation sampling, where all members of the population were included as samples. The data analysis technique used in this research is multiple linear regression using the IBM SPSS (Statistical Package for Social Science) version 25 program (Ghozali, 2018).

RESULTS AND DISCUSSION

Testing Results

Normality Test

Testing at this stage is the first part of the classic assumption test. The purpose of the normality test itself emphasizes that the research model is normally distributed (Pallant J., 2010). The normality test also aims to test the regression model, the dependent variable, and the independent variable whether they have a normal distribution or not. A research model is said to be normal if the residual normality test in the One Sample Kolmogorov-Smirnov Test has shown a value > 0.05 . That is, if the probability value > 0.05 then the data is normally distributed. But on the contrary, if the probability value < 0.05 then the data is not normally distributed. The results of the normality test of this study are presented in the table as follows: The table above is the result of a normality test which shows that the variable data used in this study are normally distributed.

Table 1. Normality test results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		71
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.40664688
Most Extreme Differences	Absolute	.107
	Positive	.094
	Negative	-.107
Kolmogorov-Smirnov Z		.900
Asymp. Sig. (2-tailed)		.393

a. Test distribution is Normal.
b. Calculated from data.

This is evidenced by the significance value at Asymp.Sig. (2 tailed) of 0.393 which indicates that it is greater than the research significance level of 0.05 or 5%, which is 0.200. Therefore, the model proposed in this study meets the normal distribution requirements and is ready for the next stage of the classical assumption test.

Multicollinearity Test

The next step is a multicollinearity test with the aim of identifying whether the regression model finds a correlation between independent variables. Furthermore, a good regression model is free from multicollinearity. The method used to identify whether there is multicollinearity in the regression model can be observed in the Tolerance value and Variance Inflation Factor (VIF). The Tolerance value is more than 0.1 and the VIF value is not more than 10. Thus, the data can be said to have no serious multicollinearity. The test results are presented in the table as follows:

Table 2. Multicollinearity Test Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-7.090	3.044		-2.329	.023		
	WE	.458	.143	.354	3.200	.002	.263	3.804
	PE	.169	.108	.188	1.565	.122	.222	4.505
	WLB	.642	.130	.427	4.954	.000	.433	2.311

a. Dependent Variable: JS

Based on the table presented above, it can be seen that the acquisition of each VIF value, namely, WE of 3.804, PE of 4.505, and WLB of 2.311. These results emphasize that no variable has a VIF value greater than 10. Meanwhile, the data also does not have a Tolerance value also ranged at a number smaller than 0.1. These conditions indicate that the regression model is free from multicollinearity problems or no multicollinearity occurs.

Autocorrelation Test

The next stage is the autocorrelation test which serves to test whether there is a correlation between confounding errors in period t and confounding errors in period t-1 (previous period) in a linear regression model. The autocorrelation test uses the Durbin-Waston test (DW test), namely by comparing DW count with DW table. If $dU < dw < 4 - dU$ then the linear regression is declared not to contain positive or negative autocorrelation. Therefore, it can be said that the equation model is free from autocorrelation. The results of the autocorrelation test data processing are presented in the table as follows:

Table 3. Autocorrelation Test Results

Model Summary^b

Model	Durbin-Watson
1	1.925 ^a

a. Predictors:
(Constant),
WLB, WE, PE

b. Dependent
Variable: JS

Based on the table presented above, it shows that the acquisition of the DW value is 1.925 and for the DW Table value with $\alpha = 5\%$, $k = 3$ (independent variables) and $n = 71$ (total data). Therefore, the value of $Du = 1.7041$ and $4-dU = 2, 2959$. Thus $1.7041 < 1.925 < 2, 2959$. Thus, it can be concluded that the regression model does not occur autocorrelation.

Heteroscedasticity Test

The next step is the heteroscedasticity test to find whether the variation in absolute residuals is the same or not the same for all observations (Pallant J., 2010). If it is found that the variance of the residuals in one observation to another observation is constant, then it is considered as homoscedasticity. In essence, this test has the aim of testing whether in a regression model there is the same residual value (homoscedasticity) or there is an effect of changes in independent variables on the absolute value of the residuals. Thus, there is an inequality of residual variables in the model (heteroscedasticity). Because if heteroscedasticity occurs, the interpretation of regression coefficients becomes inefficient. Then, the estimation results become less accurate. Basically, a good regression model is homokedastisitas or heterokedastisitas does not occur (Ghozali, 2018). Based on the research conducted using the Glejser Test. The results of the calculation of heteroscedasticity can be observed in the table as follows:

Table 4. Heteroscedasticity Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.867	1.950		2.496	.015		
	WE	-.008	.092	-.020	-.084	.934	.263	3.804
	PE	-.038	.069	-.142	-.556	.580	.222	4.505
	WLB	.003	.083	.006	.032	.975	.433	2.311

a. Dependent Variable: RES2

Based on the results of the heteroscedasticity test above, it shows that all independent variables in this study have a significant value above 0.05. So it can be emphasized that there is no heteroscedasticity in the regression model. This means that all independent variables including Work Engagement, Person Environment Fit, and Work Life Balance can affect Job Satisfaction at PT INKA Multi Solusi Trading.

Multiple Linear Regression Analysis

The analysis in this study was conducted to test whether there is an influence between the independent variable and the dependent variable. Independent variables include Work Engagement, Person Environment Fit, and Work Life Balance. Meanwhile, the dependent

variable is Job Satisfaction. The results of the Multiple Linear Regression analysis are outlined in the following table:

Table 5. Multiple Linear Regression Analysis Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-7.090	3.044		-2.329	.023		
	WE	.458	.143	.354	3.200	.002	.263	3.804
	PE	.169	.108	.188	1.565	.122	.222	4.505
	WLB	.642	.130	.427	4.954	.000	.433	2.311

a. Dependent Variable: JS

Based on the table above, it shows that the significance value of Work Engagement and Work Life Balance is smaller than 0.05. So that the research variables X1 and X3 have a significant effect on Job Satisfaction (Y). Conversely, the Person Environment Fit (X2) variable produces a significance value of 0.122 which is greater than 0.05. Thus, the X2 variable has no significant effect on Job Satisfaction.

T-test

This test was conducted to find and find the significance of the two regression models in this study. The effect of the independent variable on the dependent variable is declared significant if $t_{count} > t_{table}$. The implementation of separate testing with the t test is intended to see the effect of each variable on Job Satisfaction. The t test aims to identify the magnitude of the contribution of each independent variable including Work Engagement, Person Environment Fit, and Work Life Balance which can be observed through the beta (β) coefficient value. Meanwhile, the significance of the influence of independent variables can be observed through the p value of the t value, which is 5%. The test criteria state that if Job Satisfaction count $<$ level of significance (α), then there is a partially significant effect on Person Environment Fit, Work Engagement, and Work Life Balance on Job Satisfaction. The t test results are presented in the table as follows:

Table 6. T test results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-7.090	3.044		-2.329	.023		
	WE	.458	.143	.354	3.200	.002	.263	3.804
	PE	.169	.108	.188	1.565	.122	.222	4.505
	WLB	.642	.130	.427	4.954	.000	.433	2.311

a. Dependent Variable: JS

Based on the table of test results above, it can be presented in the following explanation:

1. Test the effect of Work Engagement on Job Satisfaction: Based on the results of the t test for the Work Engagement variable (X1) above, it shows that the value of $t_{count} > t_{table}$ ($3.200 > 1.99601$). In addition, the significance value is smaller than 0.05 ($0.02 < 0.05$). Thus, it can be analyzed that the Work Engagement variable is stated to have a significant positive effect on Job Satisfaction of employees of PT INKA Multi Solusi Trading.

2. Test the effect of Person Environment Fit on Job Satisfaction: Based on the results of the t test for the Person Environment Fit (X2) variable above, it shows that the t value < t table (1.565 > 1.99601). In addition, the significance value is greater than 0.05 (0.122 > 0.05). Thus, it can be analyzed that the Person Environment Fit variable is stated to have no significant effect on Job Satisfaction of PT INKA Multi Solusi Trading employees.
3. Test the effect of Work Life Balance on Job Satisfaction: Based on the results of the t test for the Work Life Balance variable (X3) above, it shows that the t value > t table (4.954 > 1.99601). In addition, the significance value is smaller than 0.05 (0.00 < 0.05). Thus, it can be analyzed that the Work Life Balance variable is stated to have a significant positive effect on the Job Satisfaction of employees of PT INKA Multi Solusi Trading.

F-Test

The test method simultaneously using the F test has the aim of identifying the simultaneous influence of all independent variables on the dependent variable, namely Job Satisfaction. The F test is carried out to see the amount of contribution simultaneously independent variables consisting of Work Engagement, Person Environment Fit, and Work Life Balance. The results of the F test are presented in the table below:

Table 7. F test results
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2963.577	3	987.859	81.474	.000 ^b
	Residual	812.367	67	12.125		
	Total	3775.944	70			

a. Dependent Variable: JS

b. Predictors: (Constant), WLB, WE, PE

Based on the table presented, it can be seen that the ANOVA or F test obtained the calculated F value of 81.474, which means that F count > F table. In addition, the significance value also indicates less than 0.05 (0.000 < 0.05.). All variables consisting of Work Engagement, Person Environment Fit, and Work Life Balance simultaneously affect Job Satisfaction in employees of PT INKA Multi Solusi Trading. Thus, it can be concluded that there is a simultaneous influence between the independent variables on the dependent variable.

Coefficient of Determination (R2 Test)

The R2 test or coefficient of determination is carried out to measure the ability of the independent variable to explain the dependent variable. Coefficient of determination aims to determine how accurately the dependent variable can be explained or influenced by the independent variables. This test is based on the R2 or R Square value in the range 0 to 1. If the value is closer to 1, it shows that the more accurate the independent variables are in explaining the dependent variable. The results of the data processing of the coefficient of determination can be observed in the R square table as follows:

Table 8. R square results
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.886 ^a	.785	.775	3.482

a. Predictors: (Constant), WLB, WE, PE

b. Dependent Variable: JS

Based on the results of the coefficient of determination test using R square above, it is 0.785 or around 78.5%. Thus, it can be identified that the Work Engagement, Person Environment Fit, and Work Life Balance variables simultaneously affect Job Satisfaction by 78.5% and the rest is explained by other variables that are not in this research model.

Hypothesis Testing and Discussion

The Effect of Work Engagement on Job Satisfaction

Referring to the results of the data analysis that has been carried out, it states that Work Engagement has a significant effect on Job Satisfaction. In the T test table, it has also been presented in detail that the significance value of Work Engagement is 0.002 which is smaller than 0.05. In addition, in the linear regression coefficient table, the calculated T value is 3.200 which is greater than the T table value of 1.9601. Thus, this research is in line with and strengthens the research conducted by (Atthohiri & Wijayati, 2021), The practice is that there is a loyal attitude of an employee towards the organization where they work. In addition, work engagement is also characterized by a psychological level that reflects an individual's relationship with the organization and their desire to remain part of the organization. Work Engagement is very vital for every organization or company. If employees have high work engagement, it will result in higher job satisfaction. Actively engaged employees are less likely to have the intention to leave their jobs. The findings of (Rayton & Yalabik, 2014) show a positive and significant relationship between Work Engagement and Job Satisfaction. If the organization can benefit from employee engagement, the output produced by the company is higher, this directly contributes to increasing employee satisfaction with the optimal results of the work they complete. When employees are engaged at work, individuals tend to be more interactive in carrying out challenges, inspiration, and a sense of pride. This mode contributes to employees' job satisfaction, as their Work Engagement comprises the individual dimensions that influence Job Satisfaction. In short, employees who are highly engaged and show energy and dedication towards work will feel satisfied with the completion of their work obligations. On the other hand, if high engagement with work and the organization ends negatively, due to the impact of work-related pressures, this can result in decreased job satisfaction.

The Effect of Person Environment Fit on Job Satisfaction

Based on the results of the data processing analysis conducted, it states that Person Environment Fit does not have a significant effect on Job Satisfaction. In the T test table, it has also been presented in detail that the significance value of Person Environment Fit is 0.122, which means it is greater than 0.05. In addition, in the linear regression coefficient table, the calculated T value is 1.565 which is smaller than the T table value of 1.9601. The results of this study are not in line with research conducted by (Chandra Kartika et al., 2021) which reveals that individuals feel their own happiness through the workplace environment, which is represented by the harmony between individuals and conditions in their work environment. This is based on the emergence of satisfaction at work. In this case, it indicates

that if Person Environment Fit is very high, this is not able to affect one's job satisfaction. This condition occurs because of the incompatibility of PT IMST employees with the dimensions of person job fit, person group fit, and person organization fit which are part of person environment fit.

Effect of Work Life Balance on Job Satisfaction

Based on the results of the data processing analysis carried out, it states that Work Life Balance has a significant effect on Job Satisfaction. In the T test table, it has also been presented in detail that the significance value of Work Life Balance is 0.000, which is smaller than 0.05. In addition, in the linear regression coefficient table, the calculated T value is 4.954 which is greater than the T table value of 1.9601. The formation of a balance between work and life matters reflects the extent to which a person is involved and satisfied with the balance between work tasks and their personal life. This Work Life Balance is vital for individuals involved in the world of work, as it creates knowledge that benefits all segments of society. The absence of work-life balance among workers has the potential to adversely affect other segments (Greenhaus et al., 2003). An effective balance between work and personal life can increase one's satisfaction and happiness. Studies show that the drive to overachieve can result in increased work time and a loss of work-life balance. This phenomenon can certainly reduce the level of satisfaction for an employee, even indicating the level of stress they experience. The need to integrate and maintain work-life balance is fundamental for each employee. In relation to Job Satisfaction, one of the main challenges for companies is to inspire employees to feel proud of the work they do. This organizational pride has a positive impact on employees' decision to stay in a particular company and can trigger the commitment of each employee. Therefore, by striving to achieve work-life balance, it can trigger a strong sense of pride among employees. Therefore, there is significant job satisfaction among employees as a form of parameter for the company's success in the future. The results of this study are in line with and strengthen the research conducted by (Asepta & Maruno, 2017) and (Yusnani & Prasetyo, 2018). which states that Work Life Balance affects Job Satisfaction. The stronger the employee's Work Life Balance level, the higher the level of Job Satisfaction felt by the employee.

CONCLUSION

The results showed that Work Engagement (X1) and Work Life Balance (X3) have a significant influence on Job Satisfaction (Y), while Person Environment Fit (X2) does not have a significant influence. This is evidenced by the significance value of Work Engagement of 0.002 (smaller than 0.05) and the calculated T value of 3.200 (greater than T table 1.9601). As for Work Life Balance, the significance value is 0.000 (smaller than 0.05) and the calculated T value is 4.954 (greater than T table 1.9601). Meanwhile, Person Environment Fit has a significance value of 0.122 (greater than 0.05) and a calculated T value of 1.565 (smaller than T table 1.9601). These findings indicate that Work Engagement and Work Life Balance are important factors that influence Job Satisfaction of PT INKA Multi Solusi Trading employees, while Person Environment Fit does not have a significant influence.

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