

WHAT ROLE DO MAKASSAR MALL EMPLOYEE ENGAGEMENT AND WORK-LIFE BALANCE PLAY IN DETERMINING JOB SATISFACTION?

Saiful Lizan¹

University of Riau Kepulauan, Batam, Indonesia
ipoelanambas@gmail.com



Dhenny Asmarazisa²

University of Riau Kepulauan, Batam, Indonesia
dhennyasmarazisa@gmail.com

Catur Fatchu Ukhriyawati³

University of Riau Kepulauan, Batam, Indonesia
catur@fekon.unrika.ac.id

Abstract

Using employee engagement as an intermediary variable, this quantitative study examines the effect of work-life balance and work environment on job satisfaction among mall employees in Makassar. The validity, reliability, and causal linkages between variables were examined in this study using the SmartPLS program version 4.0. Employee involvement acted as a mediator between work-life balance, work environment, and job satisfaction, according to the results. employment satisfaction is enhanced when there is a good work-life balance, less work pressure, employment stability, and a pleasant and supportive work environment. While a healthy work-life balance is still important, high employee engagement has a smaller but favourable impact on job satisfaction. If mall management wants their employees to be happy in their jobs, they need to make sure they have a healthy work-life balance, create a positive work atmosphere, and encourage employee engagement. Furthermore, poll results show that employees are still not very satisfied with their jobs because of issues with work-life balance, the workplace, and employee engagement. Employees and a number of internal firm elements are both responsible for the current level of job satisfaction. The role of employee engagement as a moderating variable between work-life balance, work environment, and job satisfaction is further illuminated by this study.

Keywords: Work-Life Balance, Work Environment, Job Satisfaction, Employee Engagement

INTRODUCTION

If an agency or organisation wants its employees to be happier in their jobs, it needs good management. Optimal job satisfaction is supported by a healthy work environment, a work-life balance, and employee involvement. When it comes to reaching business objectives, employees are king. To get good feedback from employees, though, the business must be able to satisfy their demands and needs.

Companies place a high value on employee job satisfaction as it indicates their overall feelings towards their jobs and the organisation. It goes without saying that everyone who works wants to be happy in their employment. Job satisfaction is fundamentally an issue of individual preference. An individual's sense of contentment rises in proportion to the degree to which their employment is tailored to their preferences. Staff members who enjoy what they do for a living are more inclined to see the assignment through to completion. Workers' happiness and contentment on the workplace are directly related to their level of job satisfaction (Rezeki, 2022).

Organisations and businesses often use the word "job satisfaction" to talk about how happy an employee is in their position. Job satisfaction is defined as an employee's emotional response to his or her work, according to research by Annakis et al. (2011) in Wati & Yusuf (2020). Workers might encounter one.

They have a mixed bag of work; some is good and some is bad. Job happiness is influenced by the current state of the workplace. Happy workers are more likely to enjoy what they do for a living and give their all on the workplace. Staff members who report lower levels of satisfaction are more prone to despise their work.

The fall in employee job satisfaction levels, which can be caused by different reasons, both internal and external aspects of the firm, is a problem that agencies or corporations commonly encounter with human resources. Boosting employee work happiness is good for business. Nevertheless, let's say that people are less satisfied with their jobs. Employees' reluctance to put in effort will have a negative impact on the business as a whole if that happens.

Indonesia, CNN Indonesia – A study titled Asia Pacific Workforce Hopes and Fears poll 2023 has been released by Price Waterhouse Coopers International (PwC) detailing the findings of a poll that gauges the degree to which employees in the Asia Pacific region are satisfied with their jobs.

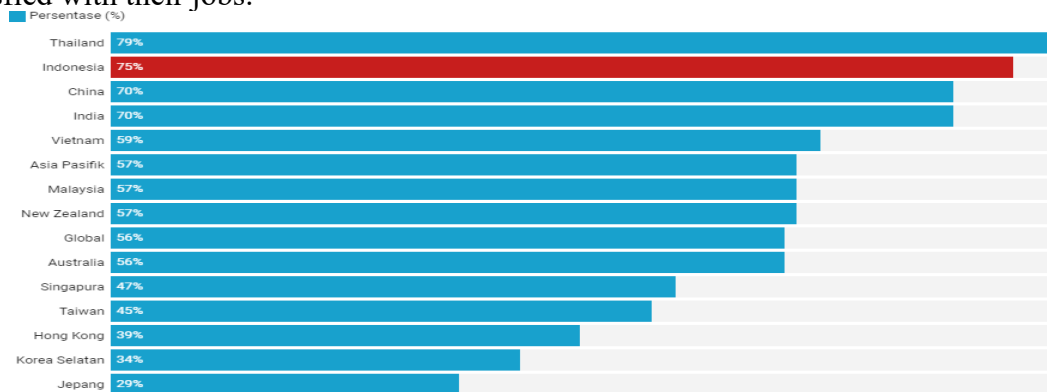


Figure 1.
Job Satisfaction Data in Asia Pacific 2023

The level of satisfaction among Indonesian workers reached 75%, second only to that of Thai workers. Despite this, many workers still gripe about not having a professional path, a work-life balance, or a job that is a good fit for their degree. Unbeknownst to them, this has a devastating effect on contentment in one's work environment. There is a positive correlation between work-life balance and increased income for organisations who actively promote it to their staff.

A short study done in 2023 on employees at Makassar Mall found that same phenomenon occurs as well, with a decline in employee job satisfaction levels. The 32 workers at Makassar Mall were asked to fill out this brief survey. Workers at Makassar Mall have reported a decline in job satisfaction, as seen in the table below.

Table 1
Results of a small study on job satisfaction in Makassar Mall employees

| STATEMENT | Percentage | | | |
|---|------------|-----|-----|-----|
| | SS | S | TS | STS |
| | 4 | 3 | 2 | 1 |
| I feel satisfied with the work that feels hard | 0% | 0% | 66% | 35% |
| The job assignments are assigned according to my ability | 0% | 12% | 66% | 22% |
| I feel unhappy when work responsibilities cannot be completed | 9% | 19% | 28% | 44% |
| My boss has always given me freedom for my work | 0% | 22% | 34% | 44% |
| I feel dissatisfied with the facilities provided by the company | 0% | 19% | 56% | 25% |
| I am satisfied with the amount of leave granted | 0% | 16% | 59% | 25% |
| I don't feel good working with colleagues in a team | 0% | 22% | 59% | 19% |

Source: Processed by researchers, 2023

The number of employees who tend to indicate they are unsatisfied or unhappy suggests that the satisfaction level is relatively low, according to little research conducted in Makassar Mall. Lack of engagement, work-life balance, and a negative work environment are the three main causes of dissatisfaction with one's job. Job satisfaction can be influenced by a number of factors, including work-life balance, the work environment, and employee involvement. Work satisfaction is higher for employees when their workplace is welcoming and supportive of families (Robbins, S.P., & Coulter, 2016).

REVIEW OF LITERATURE

A growing number of businesses are recognising the importance of a healthy work-life balance for their employees. Because it equips workers to handle issues both at work and in their personal lives, the program has earned the respect of the company. Employees worry that if they don't have a good work-life balance, they won't be able to enjoy life to the fullest, which will compromise their mental and physical health, reduce the quality of their work, and make it harder for them to spend time with their loved ones. According to studies conducted by Fadilla and Assyofa (2022), a healthy work-life balance has a good and substantial effect on job satisfaction. However, it appears that work-life balance has no

substantial impact on job satisfaction according to the research findings in (Lumunon et al., 2019).

A number of internal and external elements within the organisation contribute to the rise in workers' happiness on the job. An ideal work atmosphere is just as crucial as a good work-life balance. In order to keep employees from being bored and uncomfortable while they work, it's important to provide a nice working environment. Workers also need to be able to keep their minds healthy while on the job so they can give their full attention to their tasks. The findings demonstrated that the work environment has a substantial impact on employee job satisfaction in (Mubarok et al., 2021). Surito et al. (2020) found no correlation between job satisfaction and workplace factors.

Employee engagement has an effect on job satisfaction, in addition to work-life balance and the work environment. Engaged employees are those who are enthusiastic about what they do for a living and have a strong sense of purpose in their work. People are more committed, enthusiastic, and helpful to the company's objectives when they have a personal investment in what they do for a living. When workers are invested in their work, they are more likely to be happy in their jobs.

Employee engagement is defined by Ariarni (2017) as the degree to which workers are emotionally invested in the success of the business, have a positive attitude towards their work, and are able to put their full potential into meeting the demands of their jobs. The organization's success may be boosted by this work performance.

The role of employee involvement as a moderator between work-life balance, work environment, and job satisfaction warrants more investigation. There has been a lot of study on the topic of employee engagement and its relationship to job happiness, as well as work-life balance and the workplace environment. On the other hand, there is a dearth of studies that examine job satisfaction in relation to work-life balance, environment, and employee engagement all at once. In addition, the results of the prior research were inconsistent; some found statistically significant connections between the factors while others found none at all. Employee engagement is a potential moderating factor between work-life balance, work environment, and job satisfaction; so, this study's results should shed light on this topic.

Employee work satisfaction is a key component that can impact an organization's success, which is why prior studies on the topic have mostly focused on public service organizations and various sorts of manufacturing enterprises. Public sector organisations are not included in any published studies on employee job satisfaction that use work-life balance, work environment, and employee engagement as intervening variables.

RESEARCH METHOD

A quantitative approach is used in this study. Quantitative research is defined by Azdanal et al. (2021) as an approach to study that is methodical and well-planned from start to finish. "The Effect of Work-Life Balance and Work Environment on Job Satisfaction with Employee Engagement as an Intervening Variable in Makassar Mall Employees" is the title of the study, and this method is designed to analyse statistical data from a specific population or sample to draw conclusions about that population.

The number of people who worked as part of the population in this study—the employees of Makassar Mall—is unclear. The study utilised the Lemeshow formula to ascertain the necessary sample size. This technique is useful for making sure the study's

conclusions are valid and dependable by making sure the sample is representative of the population.

We used a specific technique to take our sample because we don't know the precise population size of the people working at Makassar Mall. Sugiyono (2022: 81) states that a sample represents some aspect of the population's size and composition. In order to guarantee that the research findings are accurate and representative, the sample size was determined using the Lemeshow formula in this study. In cases where the population is unknown, the Lemeshow method is utilised to ascertain the sample size. This guarantees that the collected data can faithfully portray the workforce at Makassar Mall. In this study, 96 employees made up the sample. The mall's unique work environment, work-life balance, and the dynamics of the workplace can be better understood using this method, along with the effects of these variables on employee engagement and happiness on the job.

Among light of the aforementioned premise, a comprehensive model describing the relationship between work-life balance variables, the workplace, and job satisfaction among Makassar Mall employees can be represented as.

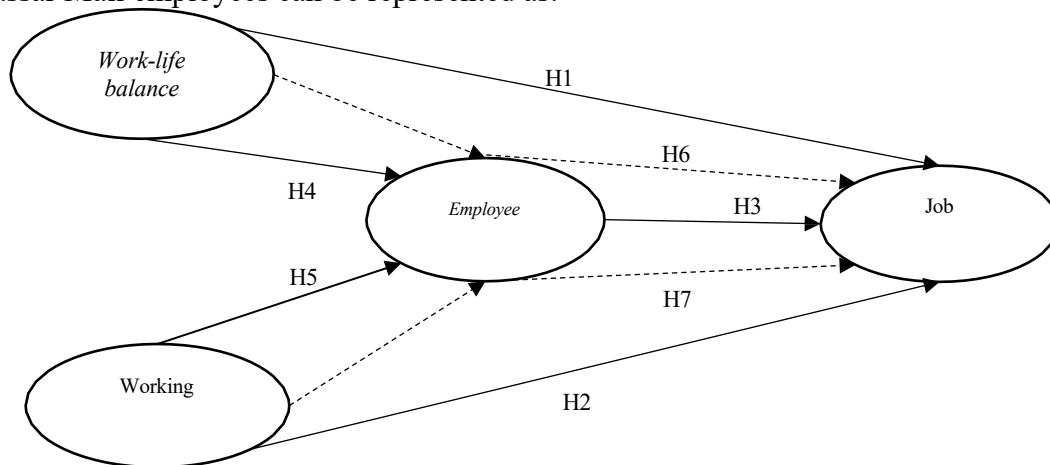


Figure 2
Research Model

Data processing and hypothesis testing were carried out using the SmartPLS (partial least square) program version 4.0 in this investigation. Because it is a bootstrapping-based analytical tool, SmartPLS does not need a minimum number of samples and does not assume normalcy. There are essentially three stages to an analysis using SmartPLS: the outside model analysis, the inner model analysis, and hypothesis testing. By utilising model design, convergent and discriminant validity tests, and reliability tests with composite reliability and Cronbach's alpha, Outer Model analysis ensures that data is valid and reliable. By examining the value of R Square, Inner Model analysis investigates the causal links between latent variables. If the t-statistic is more than 1.96, the hypothesis is deemed significant and H0 is rejected and Ha is accepted in the path coefficient technique of hypothesis testing.

RESULTS AND DISCUSSION

Figure 3 displays the outcomes of the main data analysis conducted during the test stage of the research instruments. This analysis was done using the SmartPLS version 4.0 program

and was based on the outer loading results of the research variables pertaining to work-life balance, work environment, employee engagement, and job satisfaction.

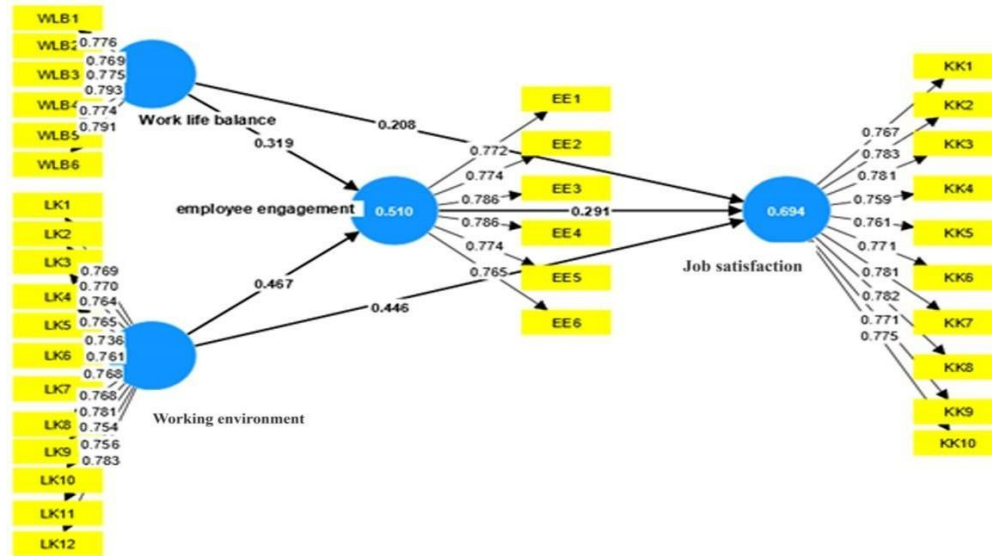


Figure 3
Path Outer Model

Six instruments from the employee engagement (EE) variable, ten from the job satisfaction (KK) variable, twelve from the work environment (LK) variable, and six from the work-life balance (WLB) variable are valid, according to the results of the outer loading validity test shown in Table 2. Everything is because the outer loading value that comes out of processing the data from the instruments is more than 0.7. The cross-loading value shows that there is a discriminant for each construct, which means that the discriminant is genuine. Ghozali (2015) in Laksono & Wardoyo (2019) states that if the square root value of the Average Variance Extracted (AVE) is more than 0.5, then the discriminant is considered legitimate.

Table 3
Average Variance Extracted (AVE)

| Variable | Average Variance Extracted (AVE) |
|---------------------|----------------------------------|
| Work-life balance | 0.608 |
| Working environment | 0.585 |
| Employee engagement | 0.602 |
| Job satisfaction | 0.598 |

All of the study's variables—work-life balance, work environment, employee engagement, and job satisfaction—had AVE values more than 0.5, as shown in Table 3. This proves that the discriminant validity requirement has been satisfied by all constructs. The results of this study are trustworthy and lay a solid foundation for further analysis of the effect of work-life balance and work environment on job satisfaction among Makassar Mall

employees. Employee engagement is seen as an intervening variable, and the tested instruments are valid and reliable.

One way to find out how consistent a measuring device is is to put it through a reliability test. Results from reliability tests are shown in both composite reliability and Cronbach's alpha. If Cronbach's alpha is greater than 0.6 and composite reliability is greater than 0.7, then the variable is deemed to have strong reliability (Ghozali, 2015, in Laksono & Wardoyo, 2019).

Table 4
Composite Reliability

| | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) | Average variance extracted (AVE) |
|---------------------|-------------------------|--------------------------------------|--------------------------------------|---|
| Work Environment | 0.936 | 0.937 | 0.944 | 0.585 |
| Work Life Balance | 0.871 | 0.872 | 0.903 | 0.608 |
| Employee Engagement | 0.868 | 0.870 | 0.901 | 0.602 |
| Job Satisfaction | 0.925 | 0.926 | 0.937 | 0.598 |

Data analysis shows that four variables—job satisfaction, work-life balance, employee engagement, and work environment—have strong construct validity and internal consistency. All of the variables have Cronbach's Alpha values greater than 0.7, which means that there is a lot of internal consistency. The construct reliability is also high, with all variables having composite reliability values (rho_a and rho_c) more than 0.7. Each variable has an AVE better than 0.5, indicating sufficient convergent validity. Work-Life Balance, Employee Engagement, Job Satisfaction, and Work Environment were all measured using instruments that were validated and shown to be reliable in this study.

| | R-square | R-square adjusted |
|------------------|-----------------|--------------------------|
| Job satisfaction | 0.694 | 0.684 |

By calculating the R-squared value, an inner model analysis can determine whether latent variables are causally related or not. The R-Square value of 0.694 for the work-life balance variable (X1), as shown in Table 5, suggests that.

Table 5

Path Coefficient

| Connection | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|--|----------------------------|------------------------|-----------------------------------|---------------------------------|-----------------|
| Work environment-> employee engagement | 0.467 | 0.461 | 0.129 | 3.634 | 0.0 |
| Work environment-> | 0.446 | 0.445 | 0.123 | 3.636 | 0.0 |

| | | | | | |
|--|-------|-------|-------|-------|-------|
| job satisfaction | | | | | |
| Work life balance -> employee engagement | 0.319 | 0.326 | 0.133 | 2.4 | 0.016 |
| Work life balance -> job satisfaction | 0.208 | 0.222 | 0.099 | 2.116 | 0.034 |
| employee engagement -> job satisfaction | 0.291 | 0.28 | 0.129 | 2.257 | 0.024 |
| Work life balance -> employee engagement -> job satisfaction | 0.093 | 0.091 | 0.058 | 1.598 | 0.11 |
| Work environment-> employee engagement -> job satisfaction | 0.136 | 0.127 | 0.066 | 2.064 | 0.039 |

In the first hypothesis, we look at how X1, work-life balance, affects happiness on the job. This variable's t-statistical parameter coefficient was 2.116, according to the results of the analysis. We can reject Ho1 and accept Ha1 because this value is more significant than the 5% significance table t-value of 1.96. In other words, job happiness is significantly affected by the work-life balance variable.

The second hypothesis looks at how X2, the workplace, affects happiness on the job. We can reject Ho2 and accept Ha2 since the t-statistic parameter coefficient is 3.636, which is larger than the 5% significance table t (1.96). This demonstrates that there is a strong correlation between job happiness and the workplace.

Employee engagement (Z) and its impact on work satisfaction is the subject of the third hypothesis. This variable has a t-statistical parameter coefficient of 2.257. We can conclude that Ha3 is accepted and Ho3 is rejected because this value is higher than the 5% significance table t-value of 1.96. What this means is that involvement level in the workplace significantly affects happiness on the job.

The impact of X1, work-life balance, on employee engagement is the subject of the fourth hypothesis. Compared to the 5% significance level indicated by the t table (1.96), the t-statistic parameter coefficient for this variable is 2.400, according to the analysis results. So, we can conclude that work-life balance significantly affects employee engagement (Ha4) and reject Ho4.

The impact of X2 (the work environment) on involvement is the subject of the fifth hypothesis. With a t-statistic parameter coefficient of 3.634, we can reject Ho5 and accept Ha5, since this value is higher than the table t significance level of 5% (1.96). This indicates that there is a strong correlation between employee engagement and the workplace.

Employee engagement mediates the relationship between work-life balance (X1) and job satisfaction, which is the subject of the sixth hypothesis. Compared to the 5% significance table t value of 1.96, the t-statistical parameter coefficient for this variable was 1.598, according to the analysis results. There is no statistically significant relationship between work-life balance and job satisfaction, hence Ho6 is true and Ha6 is false.

But in the seventh hypothesis, we see how employee involvement mediates the relationship between X2 (the workplace) and job happiness. This variable's t-statistic parameter coefficient of 2.064 is higher than the 5% significance table t of 1.96. We can

conclude that the work environment significantly affects job satisfaction through employee involvement as this reveals that Ho7 is rejected and Ha7 is accepted.

The results of this study demonstrate that job satisfaction among mall employees in the Makassar area is significantly impacted by work-life balance and the work environment. Having a pleasant and friendly work environment, together with a healthy work-life balance, little work pressure, and job security, all contribute to a more satisfying work experience. Furthermore, job satisfaction is positively impacted by high staff engagement, which is marked by loyalty, morale, and an unwavering attitude. Job satisfaction is greatly impacted by employee engagement, which is in turn influenced by work-life balance and the work environment. Although work-life balance does have an impact on job satisfaction, it is mitigated by engaged employees. On the other hand, the work environment significantly affects job satisfaction, either directly or via engagement.

CONCLUSION

Several inferences are possible from this study's findings. Firstly, among Makassar mall employees, job satisfaction is greatly impacted by work-life balance and the quality of the work environment. Staff members who are able to maintain a healthy work-life balance while also benefiting from a safe, pleasant, and supportive workplace are more likely to be satisfied with their jobs overall. Second, the relationship between work-life balance, job satisfaction, and the work environment is moderated by employee involvement. Although it somewhat mitigates the direct influence of work-life balance on job satisfaction, high employee engagement nevertheless contributes favourably to job satisfaction. Thirdly, poll results reveal that employees are still not very satisfied with their jobs, mostly because mall organisations have a less-than-ideal work-life balance, work climate, and employee engagement levels. Management must make a concerted effort to create a supportive work environment, provide a good work-life balance, and cultivate strong employee engagement if they want to see an increase in job satisfaction. Employees must also actively participate in this endeavour. Finally, this study adds to our knowledge of how employee engagement mediates the connection between work-life balance, work environment, and job satisfaction; it provides important takeaways for future studies and real-world management strategies.

REFERENCES

- Akinwale, O. E., & George, O. J. (2020). Work Environment And Job Satisfaction Among Nurses In Government Tertiary Hospitals In Nigeria. *Rajagiri Management Journal*, 14(1), 71–92. <https://doi.org/10.1108/Ramj-01-2020-0002>
- Aliya, G. R., & Saragih, R. (2020). Pengaruh Work-Life Balance Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Di Pt Telkom Divisi Telkom Regional Iii Jawa Barat. 4(3), 84–95.
- Ariarni, N., & Afrianty, T. W. (2017). Pengaruh Perceived Organizational Support Terhadap Kinerja Karyawan Dengan Employee Engagement Sebagai Variabel (Studi Pada Karyawan Pt . Pos Indonesia Kota Madiun). 50(4), 169–177.
- Astuti, R., & Iverizikinawati. (2018). Pengaruh Kepemimpinan Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Pada Pt. Sarana Agro Nusantara Medan. *Jurnal Ilman*, 6(1), 26–41.

- Astutik, R. P. (2017). Pengaruh Lingkungan Kerja Dan Motivasi Kerja Terhadap Kepuasan Kerja Karyawan. *Management And Business Review*, 1(2), 87–95.
<https://doi.org/10.21067/Mbr.V1i2.4728>
- Azdanal, M. R., Zamzam, F., & Rostiati, N. (2021). Pengaruh Work Life Balance Iklim Organisasi Dan Reward Masa Pandemi Terhadap Kepuasan Kerja. *Integritas Jurnal Manajemen Profesional (Ijupro)*, 2(2), 235–248.
<https://doi.org/10.35908/Ijupro.V2i2.95>
- Endeka, R. F., Rumawas, W., & Tumbel, T. (2020). Worklife Balance Dan Kompensasi Terhadap Kepuasan Kerja Karyawan Pt Hasjrat Abadi Cabang Kotamobagu. 1(5), 436–440.
- Erfin Ardianti, F., Qomariah, N., & Gunawan Wibowo, Y. (2018). Pengaruh Motivasi Kerja, Kompenasasi Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan (Studi Kasus Pada Pt. Sumber Alam Santoso Pratama Karang Sari Banyuwangi) Effect Of Work Motivation, Compensation And Work Environment On Employee Work Satisfaction. *Jsmbi (Jurnal Sains Manajemen Dan Bisnis Indonesia)*, 8(1), 13–31.
- Fadilla, S., & Assyofa, A. R. (2022). Pengaruh Work Life Balance Dan Beban Kerja Terhadap Kepuasan Kerja Karyawan. 49–56.
- Farizki, M. R. (2017). Pengaruh Motivasi Kerja Dan Lingkungan Kerja Terhadap Karyawan Medis. *Jurnal Ilmu Dan Riset Manajaemen*, 6(5). <https://doi.org/10.31602/AI-Kalam.V4i1.830>
- Haribowo, R., & Rezeki, F. (2023). The Influence Of Organizational Culture, Job Characteristics , And Transformational Leadership On Employee Engagement Of Pt . *Texttile Indonesia*. 3(01).
- Kaswan. (2017). *Psikologi Industri & Organisasi (Mengembangkan Perilaku Produktif Dan Mewujudkan Kesejahteraan Pegawai Di Tempat Kerja)*. Alfabeta.
- Laksono, B. F. W., & Wardoyo, P. (2019). Pengaruh Work – Life Balance, Kepuasan Kerja Dan Work Engagement Terhadap Turnover Intentions Dengan Mentoring Sebagai Variabel Moderating Pada Karyawan Hotel Dafam Semarang. *Jurnal Riset Ekonomi Dan Bisnis*, 12(1), 17. <https://doi.org/10.26623/Jreb.V12i1.1525>
- Lumunon, R. R., Sendow, G. M., & Uhing, Y. (2019). Terhadap Kepuasan Kerja Karyawan Pt . Tirta Investama (Danone) Aqua Airmadidi The Influence Of Work Life Balance , Occupational Health And Workload On Employee Job Satisfaction Pt . Tirta Investama (Dano. 7(4), 4671–4680.
- Luthfiana, Z., Hardi, & Aquino, A. (2021). Pengaruh Lingkungan Kerja Terhadap Kepuasan Kerja Dimediasi Kelelahan Emosional Pada Mts Negeri 2 Pekanbaru. 1(1), 299–308.
- Mubaroq, S. Idwan, Abidin, Z., & Hermanto, H. (2021). Pengaruh Lingkungan Kerja Dan Kompensasi Terhadap Kepuasan Kerja Pt. Narmada Awet Muda. *Unram Management Review*, 1(1), 42–50. <https://doi.org/10.29303/Ju.V1i1.39>
- Muliawati, T., & Frianto, A. (2020). 2020. Peran Work-Life Balance Dan Kepuasan Kerja Terhadap Kinerja Karyawan Milenial: Studi Literatur, *Xx*(2018), 606–620.
- Praditya, R. A. (2023). Peran Leader Member Exchange Terhadap Organizational Citizenship Behaviour Dan Employee Engagement Sebagai Variabel Intervening Pada Bumd. 4(5), 15–20.
- Rezeki, F. (2022). Pengaruh Gaya Kepemimpinan Transformasional Dan Budaya Organisasi. 01(02), 1–12.

- Robbins, S.P., & Coulter, M. (2016). *Management, Global Edition, Thirteenth Edition*. Pearson.
- Rondonuwu, F. Annamaria, Rumawas, W., & Asaloei, S. (2018). Pengaruh Work-Life Balance Terhadap Kepuasan Kerja Karyawan Pada Hotel Sintesa Peninsula Manado. 7(2), 30–38.
- Runtu, R. H., Pio, R. J., Asaloei, S., Studi, P., Bisnis, A., Ilmu, F., Dan, S., Universitas, P., & Ratulangi, S. (2022). Pengaruh Lingkungan Kerja Dan Work Life Balance Terhadap Kepuasan Kerja Pada Kantor Pos Cabang Utama Manado. 3(4).
- Saptono, N. K., & Supriyadi, E. (2020). Pengaruh Work Life Balance Dan Lingkungan Kerja Terhadap Kepuasan Kerja Melalui Employee Engagement Dengan Kesehatan Mental Sebagai Variabel Moderator Pada Karyawan Generasi Milenial (Studi Kasus : Direktorat Keuangan Pt Angkasa Pura I (Persero)) Email. *Jurnal Ekobisman*, 5(2), 88–108.
- Setiyani, A., Djumarno, D., Riyanto, S., & Nawangsari, L. C. (2019). The Effect Of Work Environment On Flexible Working Hours, Employee Engagement And Employee Motivation. *International Review Of Management And Marketing*, 9(3), 112–116. <https://doi.org/10.32479/irmm.8114>
- Simanjutak, T., & Sitio, V. Sylvia Saragi. (2021). Pengaruh Knowledge Sharing Dan Employee Engagement Terhadap Kepuasan Kerja Karyawan Narma Toserba, Narogong Bogor. 2(1), 42–54.
- Solehtiana, R. M. (2020). Pengaruh Work Life Balance Dan Pengembangan Karir Terhadap Kepuasan Kerja Pada. Naskah Publikasi Skripsi, 1–12.
- Sugiyono, Prof D. (2022). *Metode Penelitian Kuantitatif, Kualitatif Dan R&D*. Alfabeta.
- Surito, S., Arifin, A. H., & Aiyub, A. (2020). Pengaruh Disiplin Kerja, Dan Lingkungan Kerja Terhadap Komitmen Organisasi Pegawai Universitas Malikussaleh Dengan Kepuasan Kerja Sebagai Variabel Intervening. *J-Mind (Jurnal Manajemen Indonesia)*, 4(1),30. <https://doi.org/10.29103/J-Mind.V4i1.3366>
- Tambunan, A. P. (2018). Lingkungan kerjadankepuasan kerjakaryawan: Suatu tinjauan teoretis. 4, 1–23.
- Wati, A. I., & Yusuf, M. (2020). Pengaruh Lingkungan Kerja Non Fisik Terhadap Kepuasan Kerja Pegawai Pada Dinas Koperasi Dan Umkm Kabupaten Bima. 1(2), 92–97.
- Wijayanto, P., Suharti, L., & Chaniago, R. (2022). Pengaruh Work Life Balance Terhadap Employee Engagement Dan Dampaknya Terhadap Turn-Over Intentions Dengan Job Characteristics Sebagai Pemoderasi (Studi Pada Karyawan Generasi Y Di Indonesia). *Jurnal Ekonomi Pendidikan Dan Kewirausahaan*, 10(1), 83–98. <https://doi.org/10.26740/Jepk.V10n1.P83-98>