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The Impact of Social Support, Employee Engagement, and Work-Life Balance on Employee Job Satisfaction of PT. Dian Indah Logam Palembang Branch

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Abstract

This study aims to analyze the impact of social support, employee engagement, and work life balance both partially and simultaneously on the job satisfaction of employees of PT Dian Indah Logam Palembang branch. This type of research is quantitative descriptive. The total employee population at PT Dian Indah Logam Palembang branch is 80 respondents. The technique for determining the number of samples uses saturated sampling. Data analysis used data quality tests, classical assumption tests, and multiple linear regression analysis with t-test (partial), F test (simultaneous), and R-test. Employee engagement has a positive and significant effect on employee job satisfaction. Work-life balance has a positive and significant effect on employee job satisfaction. Social support, employee engagement, and work-life balance have a positive and significant effect on employee job satisfaction at PT Dian Indah Logam Palembang branch.

Keywords: Social Support, Employee Engagement, Work-Life Balance, Employee Job Satisfaction

Abstrak

Penelitian ini bertujuan untuk menganalisis dampak social support, employee engagement, dan work life balance baik secara parsial maupun simultan terhadap kepuasan kerja karyawan PT Dian Indah Logam cabang Palembang. Jenis penelitian ini adalah deskriptif kuantitatif. Jumlah populasi karyawan di PT Dian Indah Logam cabang Palembang sebanyak 80 responden. Teknik penentuan jumlah sampel menggunakan menggunakan sampling jenuh. Analisis data menggunakan uji kualitas data, uji asumsi klasik, dan analisis regresi linear berganda dengan uji t (parsial), uji F (simultan), dan uji R. Hasil penelitian menunjukkan bahwa social support berpengaruh positif dan signifikan terhadap kepuasan kerja karyawan. Employee engagement berpengaruh positif dan signifikan terhadap kepuasan kerja karyawan. Work life balance berpengaruh positif dan signifikan terhadap kepuasan kerja karyawan. Social support, employee engagement, dan work life balance berpengaruh positif dan signifikan terhadap kepuasan kerja karyawan PT Dian Indah Logam cabang Palembang.

Kata kunci: Dukungan Sosial, Employee Engagement, Work Life Balance, Kepuasan Kerja Karyawan

INTRODUCTION

The current competitive conditions are increasingly competitive and a challenge for employees because they are required to change the HR management system. With the right

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human resource management, it can be said that employees are satisfied with their work. A company must be able to ensure the level of job satisfaction among employees, because every employee certainly hopes for job satisfaction that is in accordance with their responsibilities, as well as in measuring their job satisfaction can be seen from increasing productivity, catchability, quality, and service. Research conducted by Pricewaterhouse Coopers International (PwC) in 2023 as many as 75 percent of employees in Indonesia admitted that they were satisfied with their current jobs. This figure is above the average percentage of employee job satisfaction in Asia Pacific, which is 57 percent. Indonesia ranks second as the country in Asia Pacific with the highest level of job satisfaction (Salsabila, 2023).

Employee job satisfaction factors are influenced by social support from family, friends, work environment, and co-workers. Employee engagement, and work-life balance. Social support has a positive effect on the health and well-being of individuals who come from family, friends, and the work environment, both from superiors and colleagues. Social support from peers can increase a person's confidence to be able to adjust themselves in a new environment because social support provides a positive feeling of being valued and accepted by others (Adilaha & Firdaus, 2022).

Social support in the workplace is an important factor that can affect employee job satisfaction. (Sigursteinsdottir & Karlsdottir, 2022) conducted research that social support is an important factor related to employee job satisfaction and is a protective factor against bullying and sexual harassment in the workplace. These findings show that managers are responsible for employee well-being in the workplace and should focus on social support in the workplace. This statement states that the importance of social support in the workplace is a factor that can increase employee job satisfaction.

From the results of job satisfaction data, it refers to employee engagement, employee engagement or employee engagement, not only discussing the physical and mental well-being of employees, but also about the deep relationship between employees and the company. This relationship is a strong foundation in creating an inclusive and competitive work culture, as well as supporting the achievement of business goals. Businesses with high employee engagement rates recorded higher profitability rates of up to 21% and employees 17% more⁴ more productive compared to businesses with low employee engagement rates. This figure illustrates that employee engagement not only affects employee mood, but also brings significant benefits in terms of finance and operations (Hafidz, 2023).

Employee engagement refers to the level of engagement, motivation, and dedication of employees towards the work and organization they work for. Employees who are actively involved in their work tend to be more committed, more passionate, and more productive (Badrianto & Maryadi, 2023). Manalu explained that employee involvement in the company can motivate them to work and compete. Employee engagement is a very important aspect of business. Employees involved will try to work diligently and with a positive attitude so that the work produced is faster and more productive (Pratiwi & Fatoni, 2024).

Quoted mediaindonesia.com work life balance by interviewing as many as 97,324 respondents in Indonesia, Hong Kong, Malaysia, the Philippines, Singapore and Thailand. From these results, it was found that 34% of respondents were actively looking for a new job. The top three motivations for finding a new job are looking for a more attractive position or a higher career path (49%), lack of career development opportunities at work (30%) and dissatisfaction with salary and benefits at work (27%). According to the study, the labor market in Indonesia is highly competitive, with 76% of respondents revealing they get job offers several times a year with job offers in various fields. As many as 43% of

respondents in Indonesia said that work-life balance is the top priority in choosing a job (Pangemanan, 2023).

According to Azdanal in (Widianto & Rojuaniah, 2022) Work-life balance is a concept of balance in working with personal life, including balancing time, roles, and satisfaction at work with roles as individuals, families, and community members outside the workplace. It is also supported by Schermerhon, et al (Suryani, 2020) that work-life balance can be interpreted as a person's ability to balance between the demands of work and personal and family needs. Therefore, a good work-life balance at work will produce a feeling of satisfaction with the work itself, a sense of responsibility in one's personal life and work and a high level of motivation to work (Sihaloho & Indawati, 2021).

PT Dian Indah Logam Palembang branch is one of the companies located in the city of Palembang engaged in general trade and services, especially the collection of rejected goods and the processing of non-B3 waste, namely the trading of non-standard iron, scrap or secondary iron and scrap iron. Our services include the receipt and purchase of scrap metal on both large and small scales. We serve various types of scrap iron, including scrap building iron, cast iron, industrial scrap iron, scrap machinery, heavy equipment, and more. Its operations mainly involve scrap metal and metal being delivered to the head office and will be reprocessed as a high-grade alternative material.

From the results of the field survey at PT Dian Indah Logam Palembang Branch, there are several problems on the impact of social support on colleagues and leaders who are less supportive which is evidenced by often saying rudely if the work results are not optimal, the relationship between leaders and employees is not good so that disputes often arise such as lack of mutual help when working on projects in the team, not providing help or guidance.

The phenomenon of employee engagement or employee involvement where employees are less involved in various activities so that employees are less enthusiastic to work such as the absence of training programs, adequate employee development and the development of career plans cause unwanted things and can be detrimental to the company concerned, which will ultimately reduce employee satisfaction. The phenomenon of work-life balance or inappropriate work balance makes the level of fatigue experienced by employees quite high. Work that accumulates and is not shared with colleagues, lack of time and scheduling conflicts, in the field of work administration is taken home so that there are no clear boundaries between work and home affairs such as working not according to working hours. Excessive work pressure can make employees feel pressured like targets must be achieved.

Based on the above background, several factors affect employee job satisfaction in the company, one of which is Social Support, employee engagement, and work-life balance. This study aims to find out 1) the impact of social support on employee job satisfaction of PT Dian Indah Logam Palembang branch. 2) the impact of employee engagement on employee job satisfaction of PT Dian Indah Logam Palembang branch. 3) the impact of work-life balance on employee satisfaction of PT Dian Indah Logam Palembang branch, and 4) the impact of social support, employee engagement, and work-life balance on employee satisfaction of PT Dian Indah Logam Palembang branch.

METHODS

This type of research is quantitative descriptive. In this study, the author took the object of research on PT Dian Indah Logam. The scope of this study is only on variables

related to human resource management in PT Dian Indah Logam consumers related to social support, employee engagement, and work-life balance have a positive and significant effect on the job satisfaction of employees of PT Dian Indah Logam Palembang branch who are of high quality with high consumers. The general population in this study is all employees of PT Dian Indah Logam. Total number of employees of PT Dian Indah Logam Palembang Branch. In this study, the sampling technique used saturated sampling (Sugiyono, 2022), thus the entire population was used as a sample, namely 80 employees.

Table 1. Operational Definition

Variable	Variable definition	Indicators
Social Support (X1)	Social support is the amount of assistance that is felt to be obtained from social relationships. Social support is determined by the quantity and quality of an individual's social relationships. The higher the quantity and quality of a person's relationship, the higher the social support, in other words, the relationship will be in the same direction (Sulaimiah et al., 2020)	1. Emotional support. 2. Award support. 3. Instrumental support. 4. Information support. 5. Network support. 1. (Kumala et al., 2022)
Employee engagement (X2)	Employee engagement is perceived as a psychological or emotional condition, an attitude or concept of performance, making the best use of talent and supporting organizational values and goals. Employees who have employee attachment will stick to the organization, paying attention to the entire organization and not just their position (Mora et al., 2022)	1. Vigor. 2. Dedication. 3. Absorption (Suhery et al., 2020)
Work life balance (X3)	Work-life balance is a sense of control, achievement, and enjoyment in daily life, as well as the extent to which a person feels comfortable with their role at work, both temporally and psychologically. It's about whether you can get involved. Integration is equally satisfying in life and personal life (Firdaus & Natama, 2024)	1. Time balance. 2. Balance of involvement. 3. Balance of satisfaction. 1. (Idris & Hasbiah, 2023)
Employee job satisfaction (Y)	Job satisfaction is a person's feelings and judgments about his work, especially regarding his working conditions, in relation to whether his work is able to meet his expectations, needs, and desires. Similarly, Watson defines job satisfaction as the level of pleasant feelings obtained from a person's job assessment or work experience (Arianti et al., 2020)	1. Payment. 2. Workload. 3. Co workers. 4. Job promotion. 5. Supervision (supervisor). 1. (Sanjaya, 2021)

The data collection techniques used in the study used questionnaire, observation, and documentation techniques. Meanwhile, the data source uses primary data and secondary

data. Primary data were obtained from the results of questionnaires on respondents and secondary data using research journals. The analysis technique uses classical assumption tests, multiple linear regression, and hypothesis tests. In the classical assumption test, the normality test, the heterokedasticity test, and the multicollinearity test are used, while the hypothesis test uses the t-test, the F test, and the determination (Ghozali, 2018). In the analysis of linear regression of the Bergan da using the formulas:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Description:

Y : Employee job satisfaction

a : Constant

b_1 b_2 b_3 : Regression coefficient

X_1 : Social Support

X_2 : Employee engagement

X_3 : Work life balance

e : Error

FINDINGS AND DISCUSSION

Normality Test

From the graph in Figure 1. The Normality Test with P-Plot can be seen that the plot has a tendency to follow a straight line. Thus, the data (error) can be said to follow a normal distribution. From the processing results, the following results were obtained.

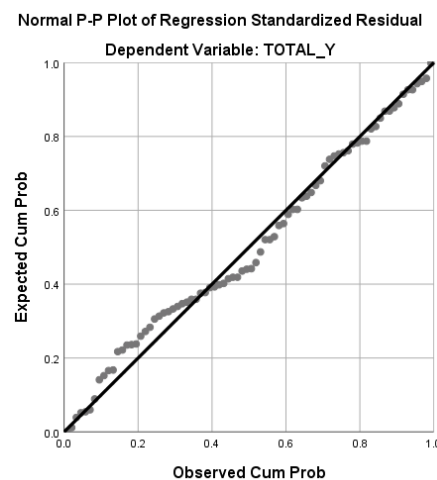


Figure 1. Test Normality with P-Plot

Heterokedasticity Test

In the Scatterplot graph above, it is clear that there is no particular pattern because the point spreads irregularly above and below the 0 axis on the Y axis.

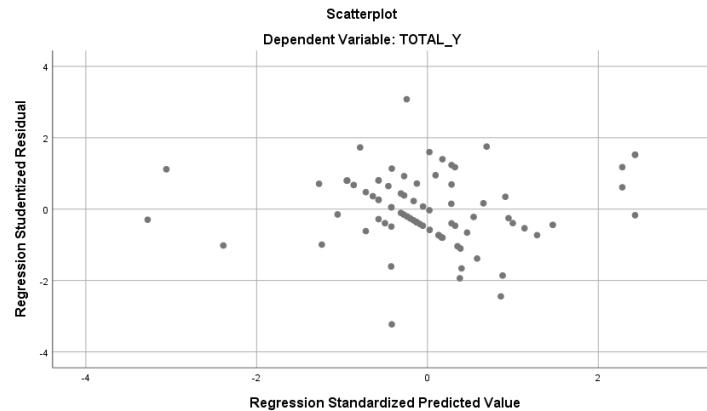


Figure 2. Heteroscedasticity Test with Scatterplot

Multicollinearity Test

Table 2. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Dukungan Sosial	.501	1.998
Employee engagement	.252	3.976
Work life balance	.243	4.117

In the coefficient table you can notice that the standard value of error is less than one, namely $X_1 = 0.089$ and $X_2 = 0.121$, $X_3 = 0.135$ where the whole is less than one. The social support variable has a tolerance value of $0.089 < 0.10$ (VIF value $1,998 < 10.0$), employee engagement has a tolerance value of $0.121 > 0.10$ (value $3,976 < 10.0$), work life balance has a tolerance value of $0.135 > 0.10$ (VIF value $4,117 < 10$). Therefore, it can be concluded that the variables in social support, employee engagement and work life balance do not occur multicollinearity.

Multiple Linear Regression

Table 3. Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	7.216	2.823	
Social support	.316	.138	.404
Employee engagement	.063	.169	.061
Work life balance	.494	.104	.662

The regression coefficient of the social support variable (X_1) is 0.316 and has a positive sign that shows that social support (X_1) on employee job satisfaction has a unidirectional influence. This can be interpreted that if every addition of one social support unit (X_1) will increase employee job satisfaction by 0.316 assuming the other variables are considered constant. The regression coefficient of the employee engagement variable (X_2) is 0.063 and has a positive sign that shows that employee engagement (X_2) on employee job satisfaction has a unidirectional influence. This can be interpreted that if every additional unit of employee engagement (X_2) will increase employee job satisfaction by 0.316 assuming the other variables are considered constant. The regression coefficient of the variable work life

balance (X3) is 0.665 and has a positive sign that shows that work life balance (X3) on employee job satisfaction has a unidirectional influence. This can be interpreted that if every addition of one unit of work life balance (X3) will increase employee job satisfaction by 0.665 assuming the other variables are considered constant. Thus, the multiple linear regression equation is obtained as follows:

$$Y = 7.216 + 0,316\text{Social support} + 0,063\text{Employee engagement} + 0,665\text{Work life balance} + e.$$

Partial Test (t-Test)

Table 4. Results of Test Analysis

Model	t	Sig.
(Constant)	4.331	.011
Social support	4.331	.000
Employee engagement	9.349	.000
Work life balance	4.942	.000

First Hypothesis Test (H1): Based on the SPSS coefficient output table version 25 above, it can be seen that the significance value (Sig) of the social support variable (X1) is 0.000. From the value of Sig.0.000 < probability of 0.05. Based on the output of SPSS version 25 above, the tcount value of the Social support variable (X1) is 4.331, and the tcount value is 4.331 > ttable 1.99. Thus is H1 accepted. In other words, there is an influence between the variables of social support (X1) and employee job satisfaction (Y). Second Hypothesis Testing (H2): Based on the SPSS coefficient output table version 25 above, it can be seen that the significance value (Sig) of the employee engagement variable (X2) is 0.125. From the value of Sig. 0.00 < probability of 0.05. Based on the output of SPSS version 25 above, the calculated value of the employee engagement variable (X2) is 9.349, and the calculated value is 9.349 > ttable 1.99. Thus is H2 accepted. In other words, there is an influence between the variables employee engagement (X2) and employee job satisfaction (Y). Third Hypothesis Testing (H3): Based on the SPSS coefficient output table version 25 above, it can be seen that the significance value (Sig) of the work life balance variable (X3) is 0.057. From the value of Sig. 0.00 < probability of 0.05. Based on the output of SPSS version 25 above, the calculated value of the work life balance variable (X3) is 4.942, and the calculated value is 4.942 > ttable 1.99. Thus is H3 accepted. In other words, there is an influence between the variable of work life balance (X3) and employee job satisfaction (Y).

Simultaneous Test (Test F)

Table 5. Results of Test Analysis F (Anova)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	530.898	3	176.966	51.119	.000b
Residual	263.102	76	3.462		
Total	794.000	79			

Based on the results of table 5. It is known that the significance value of the influence of social support (X1), employee engagement (X2), and work life balance (X3) together on Y is Fcal 51,119 > Ftable 2.72, and the data is , H3 accepted. This means that there is an influence between social support (X1), employee engagement (X2), and work-life balance (X3) on employee job satisfaction (Y).

Correlation Coefficient (R)

Table 6. Correlation Coefficient Test

Model	R	RSquare	Adjusted RSquare	Std. Error of the Estimate
1	.818a	.669	.656	1.86061

The correlation value for the variables Social support (X1), employee engagement (X2) and work life balance (X3) with employee job satisfaction (Y) is 0.818, so the effect is positive, meaning that the more social support and employee engagement, and the work life balance developed by PT Dian Indah Logam Palembang Branch, the greater the level of employee job satisfaction. This influence, according to Guilford's rule, includes very close relationships. After the correlation value is obtained, it is wanted to know whether the value is significant, or can be used to explain the relationship between two variables. Based on the output in table 5. we can see that the RSquare is 0.656, meaning that the combined influence of the variables X1, X2, and X3 on Y is 65.6%. The remaining 34.4% was influenced by other variables besides the variables of social support (X1), employee engagement (X2), and work-life balance (X3).

The Effect of Social Support on Employee Job Satisfaction

Social support can create a supportive, trusting, positive communication, and respect for others so as to provide a sense of security, trust, and openness to individuals both in the company and in themselves. When employees feel that the company not only treats them as a means of production, but needs and treats them like human beings by providing good support, employees will feel more confident and safe, so that employees feel satisfied and happy working in the company.

The indicator of the questionnaire statement as many as 70% of the respondents stated that they agree that they have emotional support from family and have friends who share the joy and problem solving that occurs in the company, so that with the support of family and colleagues they can feel less burdened by the weight of the work done. This is because there is still cooperation and support provided between employees according to their respective jobdesks. The leadership also provides help or guidance to new employees. Thus, social support shows significant satisfaction for employees of PT Dian Indah Logam Palembang Branch.

This social support contribution has quite a good impact on the job satisfaction of employees, even though the level of influence is moderate, because of the satisfaction experienced by employees who have done work at PT Dian Indah Logam Palembang Branch who then convey their experiences to their colleagues. With the increase in employee job satisfaction, of course, it will also have an impact on increasing the number of employees for PT Dian Indah Logam Palembang Branch. But the opposite can also happen, if employees are dissatisfied with their work, it will have a bad impact on the company so that it can affect the activities and production results of PT Dian Indah Logam Palembang Branch.

Berdasarkan table keluaran koefisien SPSS versi 25 di atas, dapat dilihat bahwa nilai signifikansi (Sig) dari variabel social support (X1) adalah 0,000. Dari nilai Sig,0,000 < probabilitas 0,05. Berdasarkan output SPSS versi 25 di atas, nilai thitung variabel social support (X1) adalah 4.331, dan nilai thitung sebesar 4.331 > ttable 1.99. Dengan Demikian adalah H1 diterima. Dengan kata lain, terdapat pengaruh positif antara variabel social support (X1) dan kepuasan kerja karyawan (Y). Hasil penelitian ini didukung oleh

penelitian (Susanti & Paskarini, 2022) bahwa mayoritas responden (38,9%) memiliki social support dengan kategori tinggi. Mayoritas responden (56,9%) memiliki kepuasan kerja dengan kategori puas. Ada hubungan antara social support dengan kepuasan kerja dengan $pvalue = 0.000 < \alpha 0.05$.

The Effect of Employee Engagement on Employee Job Satisfaction

Kepuasan kerja mempunyai hubungan erat dengan employee engagement. Karyawan yang Obtaining job satisfaction has great potential for employee engagement with the company. The effect of job satisfaction on employee engagement has a positive effect, meaning that the higher the employee job satisfaction level, the higher the employee engagement rate. The problems that occur at PT Dian Indah Logam Palembang Branch are that employees are not involved in various activities so that the employees are less enthusiastic to work such as the absence of training programs, adequate employee development and the development of career plans, these cause unwanted things and can be detrimental to the company concerned, which will ultimately reduce employee satisfaction.

The research was conducted by (Atthohiri & Wijayati, 2021) The test showed that there was no significant effect between employee engagement on job satisfaction in the bus crew of PT. Haryanto Motor Indonesia. Other research conducted by (Baktiar et al., 2024) that employee engagement has no effect on Employee Job Satisfaction at the West Java Provincial Food Security and Livestock Service. The research was conducted by (Arista & Kurnia, 2020) that the significance value is greater than 0.005, the hypothesis is rejected, which means that there is no influence of the employee engagement variable on the job satisfaction variable.

From the results of linear regression, a positive value of the employee engagement variable was obtained, which means that the higher the employee involvement, the higher the employee's job satisfaction. Employee engagement or employee involvement in doing work is very good. The training provided to employees can provide a lot of experience for employees. Thus employee engagement or employee interest has an impact and increases employee satisfaction. Based on the results of the analysis of employee engagement variable data, it was shown that there was no significant influence on employee satisfaction of PT Dian Indah Logam Palembang branch. This is due to the lack of employee involvement in various activities so that employees are less enthusiastic about working such as the absence of training programs, employee career development.

The Effect of Work-Life Balance on Employee Job Satisfaction

Companies that can achieve employee job satisfaction are certainly easy in achieving success. Therefore, companies can implement work-life balance so that they can obtain job satisfaction. The more time employees spend at work, it can result in an imbalance in controlling the lives of employees outside of work so that it can affect the level of work productivity which can affect job satisfaction, and vice versa. Research conducted (Tupamahu et al., 2022) It shows that work-life balance has a significant positive effect on job satisfaction. Likewise, appropriate research was carried out by (Razak et al., 2022) (2022) and (Putri & Hermiati, 2023).

The indicator of the questionnaire statement was 69% of the respondents stated that they agreed that employees work in accordance with the working hours that have been determined by the company, employees have roles and responsibilities for work and family. This provides breadth for employees to carry out activities according to the jobdesk that

has been charged to employees. The result of employee life balance can have a positive impact on employee satisfaction. Thus, the work-life balance shows a significant impact on employee satisfaction of PT Dian Indah Logam Palembang Branch. From the results of the study, the work-life balance variable showed significant satisfaction for employees of PT Dian Indah Logam Palembang Branch. This is because there is still a work balance between employees and the work done. In addition, there are clear boundaries regarding work and housework. The pressure that the company exerts according to the jobdesk given to employees.

The Effect of Social Support, Employee Engagement, and Work-Life Balance on Employee Job Satisfaction

Based on the results of the questionnaire that has been distributed and processed using SPSS version 25, it shows that from the four variables measured, namely the Social support variable (X1), the employee engagement variable (X2), and the work life balance variable (X3), it results in the job satisfaction rate of employees of PT Dian Indah Logam Palembang Branch, there is an interval value that results that the statements of many respondents vote to agree, therefore the job satisfaction of employees of PT Dian Indah Logam Palembang Branch have great employee job satisfaction that is used to process customers. For the significant value of $F_{cal} > F_{table}$ from the variables X1, X2, and X3 together with Y is $0.000 < 0.05$ and the F_{cal} value is $51,119 > F_{table} 2.72$, so it can be concluded that all variables together have a positive effect on the job satisfaction of employees of PT Dian Indah Logam Palembang Branch.

For the overall influence of the social support variable (X1), employee engagement variable (X2) and work life balance variable (X3) together on employee job satisfaction (Y), it was concluded that all variables together had a positive effect on employee job satisfaction. Based on the explanation above, the development of social support variables (X1), employee engagement variables (X2), and work-life balance variables (X3) is good. The level of influence of the Social support variable with the employee job satisfaction variable, in this case, is fairly good because the R value is between 0.20-0.339, which is 0.268 or 74.2% (low). The contribution of the influence of social support and employee engagement, and work-life balance to employee job satisfaction of PT Dian Indah Logam Palembang Branch, after analysis, was 74.2%. While the remaining 25.8% was influenced by other factors that were not studied in this study.

CONCLUSION

The significance value (Sig) of the social support variable (X1) Sig.0.000 < probability of 0.05. and the value of the Social support variable (X1) calculated > t_{table} (4,331>1.99), then there is an influence between the social support variable (X1) and employee job satisfaction (Y). The significance value (Sig) of the employee engagement variable (X2) Sig.0.000 < probability of 0.05. and the value of the employee engagement variable (X2) calculated > t_{table} (9,349>1.99), then there is an influence between the employee engagement variable (X2) and employee job satisfaction (Y). The significance value (Sig) of the work life balance variable (X3) Sig.0.000 < probability of 0.05. and the value of the work life balance variable (X3) calculated > t_{table} (4,942>1.99), then there is an influence between the work life balance variable (X3) and employee job satisfaction (Y). The results of the F test obtained a value of $19.627 > F_{table} 3.08$ and a significance level of $0.000 < 0.05$. Social support (X1), employee engagement (X2), and work life balance (X3) together have a

positive and significant effect on employee job satisfaction (Y) at PT Dian Indah Logam Palembang Branch.

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