

The Impact of Work Environment and Work-Family Conflict on Job Satisfaction with Work-Life Balance as Intervening Variable

Fathimatuz Zahra¹⁾ Hujjatullah Fazlurrahman²⁾

Faculty of Economics and Business, State University of Surabaya, Indonesia¹²

E-mail: fathimatuz.19150@mhs.unesa.ac.id; hujjatullahfazlurrahman@unesa.ac.id

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Abstract.

The purpose of this study was to test and analyze the effect of work environment and work-family conflict on job satisfaction with work-life balance as a mediating variable. This research is causality research with a quantitative approach. The sampling technique used saturated samples with a total of 54 respondents at PT Dakwah Inti Media. The statistical analysis used in this research is partial least square with the help of SmartPLS 3.2.9 software. The result of the analysis obtained from this study indicates that work environment has a positive and significant effect on job satisfaction; work-family conflict has a negative and significant effect on job satisfaction; the work-life balance has a positive and non-significant effect on job satisfaction; work environment has a positive and non-significant effect on work-life balance; work-family conflict has a positive and significant effect on work-life balance; work-life balance in this study has not been able to mediate the effect of work environment on job satisfaction; work-life balance in this study has not been able to mediate the effect of work-family conflict on job satisfaction.

Keywords: Job Satisfaction, Work Environment, Work-Family Conflict, Work-Life Balance

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1. Introduction

In the current New Normal era, several companies are struggling to rise again to achieve maximum performance, therefore currently the Work From Home (WFH) policy has begun to be re-enforced in some companies, even Some companies have even fully implemented Work From Office (WFO) to their employees (Muchlis, n.d.). This of course indirectly affects the lifestyle and work environment of employees, it is common to work at home with more

flexible time, and work in the office and a predetermined time and place so that, it has an influence on job satisfaction felt by employees. The role of employee job satisfaction needs to be considered regarding determining the success of the company, where the development of an organization or company requires human resources. Human resource itself is the main factor in the creation of a company that is successful in carrying out operational activities and assets that play a role in achieving company goals (Sulistyowati & Hadi, 2021). Every employee certainly has goals to be achieved in their work, this is what should be considered in a company and then balance the goals of the employee and the company so that a sense of job satisfaction is formed by the employee. Job satisfaction itself will have an influence on both the company and the employee. The effect of job satisfaction felt by labor / employees is that they have high dedication and more loyalty to the company (Hurlock, 2011). Meanwhile, if those who feel dissatisfaction with their work do not rule out the possibility that they are lazy at work, behave at will, and are not responsible for their obligations as employees.

Companies must know something about what causes job satisfaction from their employees so as to optimize the goals of the company. Several studies and literature prove that job satisfaction can be related to the work environment, work family conflict, and work life balance. According to Hasibuan (2016), another factor causing job satisfaction is a healthy work environment, which is an environment that supports labor activities to form a sense of comfort at work so as to cause job satisfaction. Work family conflict is about the problem of the two roles that run the impact of unbalanced work and family pressures (Ahuja, 2002). If the role of work requires more attention than the family, therefore work family conflict occurs. This level of WFC felt by someone is very influential on the level of one's job satisfaction, meaning that an increase in the WFC felt by someone actually results in a decrease in job satisfaction (Puspitasari, 2012).

Work environment and work family conflict not only affect job satisfaction but can be associated with work life balance. Ricardianto (2018) explained that work life balance is interrelated with the work environment. Employees who have a good WLB, and a supportive work environment will easily feel job satisfaction. Meanwhile, employees who do not have a work life balance as well as a non-supportive work environment, will cause discomfort when doing their job. Fisher et al. (2009) describes WLB as a person's effort to balance the two / more roles he is doing. Work life balance itself can be felt when individuals are satisfied with the situation they are in, it also affects job satisfaction (Wenno, 2018). The state of work life balance generates job satisfaction, as well as the statement from Hohchild (1997) which explains that employees will feel satisfaction with their work and family life.

This research takes objects at PT Dakwah Inti Media or better known as TV9 Nusantara is a telecommunications service provider company located in the Surabaya area. Problems related to phenomena that occur in employees of PT Dakwah Inti Media that researchers know based on surveys and initial interviews conducted. The phenomenon regarding job satisfaction in employees of PT Dakwah Inti Media is that there are employees who complain about feeling dissatisfied with their work and sometimes employees do work that is not their jobdesc. Meanwhile, job satisfaction of workers in a company is the key to their

enthusiasm to help realize the goals of the company. Another phenomenon regarding the work environment for employees of PT Dakwah Inti Media is that there are several work spaces that still seem dim so that it interferes with employee performance which is not optimal which ultimately has an impact on employee job satisfaction and sometimes there are misunderstandings triggered by lack of communication or misperceptions between workers which cause dissatisfaction at work. The phenomenon of work family conflict in employees of PT Dakwah Inti Media is the pressure and responsibilities that must be completed at work, the distance from home to the office which is quite far, as well as some traffic jams, the responsibility of managing the household, the demands for participation in social/community activities, and the limited time with family. Another phenomenon regarding work-life balance in employees of PT Dakwah Inti Media as a media company, of course, has employees who are tasked with finding news called news editors and news readers. An editor is required to always be ready to provide news that can be said to be suitable for broadcast, they are also always required to present up-to-date news so that it can attract the attention of readers and listeners. As an employee in a media company, the working hours are certainly unlimited due to the demands of the job. However, in addition to their duties as workers, of course they have other obligations related to their own individuals and it is a little difficult to take the time even just to channel their hobbies because of the unlimited time due to their work. This encourages employees to be unable to balance work with their personal lives (work life balance).

The phenomenon and supported by the research gap in previous research that has been described above, until now job satisfaction is still an interesting discussion to be discussed in the world of research because if job satisfaction in these employees decreases, it does not rule out the possibility of performance not being optimal and having an impact on the development of the organization or company. This research is essential to be researched because there are still employees who experience job dissatisfaction which is an expression or mismatch of employee conditions both physically and psychologically. Also, the company where they work is expected to create WLB so that workers / employees can balance their personal lives with their work lives and work professionally so that work life balance can be realized properly.

1.1. The Effect of Work Environment on Job Satisfaction

Nasution (2013) explained that a supportive work environment also adds its own satisfaction, which can affect the enthusiasm of workers. However, if the work environment is a little unsupportive, then it is possible that workers can cause feelings of discomfort and dissatisfaction in completing their work activities, thus affecting their job satisfaction. Employees will work optimally if they feel satisfaction with the supportive environment (Fathonah & Utami, 2010). The effect of work environment on job satisfaction can be shown by research Emmanuel Akinwale & James George (2020); Ong et al. (2021); Wang & Brower (2018); Jaskyte et al. 2020); Rodhiyatu Aliya & Saragih (2020); Prayekti & Aji Pangestu (2022); Thomas et al. (2018) revealed that the work environment has a positive effect on job satisfaction in employees, this matter is in line with Robbins' theory (1996) that the work environment affects job satisfaction. However, research by Nuryunanto et al. (2022) explained that the work environment has a negative effect on job satisfaction.

Based on the description above, the first hypothesis proposed is as follows:

H1: Work environment has a positive effect on job satisfaction

1.2. The Effect of Work Family Conflict on Job Satisfaction

The level of work family conflict felt by a person greatly affects the level of job satisfaction, meaning that an increase in the work family conflict felt by a person also has an impact on decreasing satisfaction with his job (Puspitasari, 2012). The effect of work family conflict on job satisfaction can be shown by research Stefhany & Sibarani (2022); Lusiana *et al.* (2021); Asbari *et al.* (2020); Talukder (2019); Rhee *et al.* (2019); Afrilia & Utami (2018); Goudarzi (2017); Farah (2017); Gozukara & Colakoglu (2016); Hapsari (2015) revealed that WFC has a negative effect on job satisfaction that a person feels. Not the same as research by Sulistyowati & Hadi (2021); Shin & Jeong (2020); Yaacob & Long (2015) which explains that WFC has a positive effect on job satisfaction felt by someone, meaning that WFC does not affect job satisfaction.

Based on the description above, the second hypothesis proposed is as follows:

H2: Work family conflict has a negative effect on job satisfaction

1.3. The Effect of Work Life Balance on Job Satisfaction

Work life balance also has a significant relationship with job satisfaction as well as research by Wenno (2018) explaining that the formation of job satisfaction can be due to the existence of things among which are the relationship between individual employees and families, meaning that employees can sort out their time to the maximum between the demands of work and their family's personal life. So job satisfaction can be felt because of the balance of work and family time. Arief *et al.* (2021) revealed that WLB has a significant positive effect on job satisfaction, meaning that WLB increases employee job satisfaction. If a person is unable to manage his time, it means that his work life balance is not good, but it is different if a person can manage his time well, he can work optimally commensurate with his responsibilities at the office, so that the job satisfaction felt by individuals while working can occur because of pleasant and positive feelings while working. The effect of work life balance on job satisfaction can be shown by research Maken *et al.* (2022); Iqbal *et al.* (2022); Hazami & Riyanto (2022); Aruldoss *et al.* (2021); Ahmed & Jafir (2022); P. Weale *et al.* (2019); Mas-Machuca *et al.* (2016) revealed a positive relationship between WLB and job satisfaction in employees. However, in contrast to R. Lumunon *et al.* (2019) showed no significant effect between WLB and job satisfaction.

Based on the description above, the third hypothesis proposed is as follows:

H3: Work life balance has a positive effect on job satisfaction

1.4. The Effect of Work Environment on Work Life Balance

Ricardianto (2018) explained that WLB is interrelated with the work environment. Jauhar *et al.* (2022) described the work environment as having a positive and significant effect on employee WLB. Similarly, research by Aifha & Suwarsi (2018) revealed that the work environment has an effect on WLB. However, it is not the same as the research of Nakano *et al.* (2013) explained that the work environment has an insignificant effect on WLB. Workers who have a good work life balance and a positive work environment find it easier to feel job satisfaction. As for workers who have not implemented a good WLB and an

uncomfortable work environment, it will bring up feelings of discomfort when completing their work.

Based on the description above, the fourth hypothesis proposed is as follows:

H4: Work environment has a positive effect on work life balance.

1.5. The Effect of Work Family Conflict on Work Life Balance

According to Handayani (2013) to avoid the pressure of work family conflict that may arise in dual roles, a person must be able to achieve a balance of life and work/WLB. The effect of work family conflict on work life balance is shown by research Amran et al. (2022); Talukder (2019); Masita et al. (2019); Sheikh et al. (2018); Karckay & Bakalim (2017); Forster et al. (2014) explained that WFC has a negative effect on the WLB that a person feels. But it is not the same as the research of Mutiara et al. (2022) explained that WFC has a positive effect on WLB.

Based on the description above, the fifth hypothesis proposed is as follows:

H5: Work family conflict has a negative effect on work life balance

1.6. The Effect of Work Environment on Job Satisfaction through Work-Life Balance

Clark (2000) explains that work life balance is the satisfaction and ability of individual workers to perform roles well in the work environment and family, and can also minimize problems between the two. Nitisemito (1982) describes the work environment as everything that exists in the worker's environment and affects the worker himself in completing his work. The work environment is good if the workforce can complete their work while still feeling healthy, optimal, comfortable and safe. This work environment is a determining factor for employee job satisfaction. Suryaningtyas (2022) found that the role of WLB mediated between the work environment and job satisfaction in employees, it explained that WLB was able to strengthen the positive impact of the work environment on job satisfaction. However, Putri (2022) shows that WLB is not able to describe the mediating variable for the effect of the work environment on job satisfaction.

Based on the description above, the sixth hypothesis proposed is as follows:

H6: Work life balance mediates the effect of work environment on job satisfaction.

1.7. The Effect of Work Family Conflict on Job Satisfaction through Work-Life Balance

An employee's obligation, one of which is to work with demands, however, will simultaneously leave his obligations to his family as children, siblings or parents, causing problems called work family conflict due to the imbalance between work and family (work life balance) and impacting on his perceived job satisfaction (Sandjaja & Handoyo, 2012). Kaur & Narula (2020) found the role of WLB that mediates between WFC and job satisfaction in employees, this result shows that WLB is able to become a mediating variable for the influence of WFC on employee job satisfaction. However, Anwar (2014) shows that WLB is not able to mediate the effect of family gender roles on job satisfaction.

Based on the description above, the seventh hypothesis proposed is as follows:

H7: Work life balance mediates the effect of work family conflict on job satisfaction

2. Research Method

2.1. Research Objects

The object of this research is PT Dakwah Inti Media which is located in Surabaya, East Java, Indonesia. The population used in this study were employees of PT Dakwah Inti

Media, totaling 54 employees. The sample size used in this study was 54 employees, where the entire population was sampled. Because all members of the population are used as samples, it is said to be a saturated sampling technique.

2.2. Data Sources and Types

Primary data is obtained from the primary source. This study's primary data source was from PT. Dakwah Inti Media. The primary data source in this study was a questionnaire filled out by employees at PT. Dakwah Inti Media.

2.3. Operational Definition and Variable Measurement

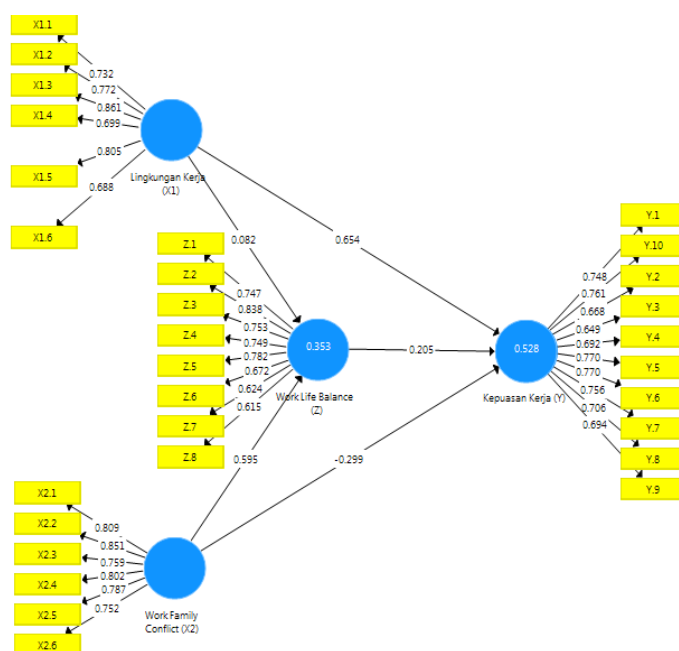
Operational definitions describe variables, allowing researchers to measure them similarly or develop better methods. The operational definition aims to understand the degree of correlation between the variables of one factor and another and to improve the understanding of this study. This study consists 2 independent variables of Work Environment (X1) is everything that exists between workers, both physical and non-physical work environments and can affect their work. The work environment indicators used in this study refer to indicators described by Naa (2017) including work atmosphere conditions, work facilities, relationships with superiors, and relationships with coworkers; Work Family Conflict (X2) is the occurrence of misalignment caused by dual role conflict. The WFC indicators used in this study refer to the indicators described by Sulistyowati & Hadi (2021) including time based conflict, strain based conflict, dan behavior based conflict; 1 dependent variable of Job Satisfaction (Y) is the result of labor perceptions regarding the extent to which their work provides important things. The job satisfaction indicators used in this study refer to indicators described by Luthans (2021) including the job itself, pay, promotion, supervision, and coworkers; and 1 intervening variable of Work Life Balance (Z) is the balance of time and energy used by individuals to carry out two roles that are not the same. The WLB indicators used in this study refer to indicators presented by Fadilla & Assyofa (2022) including WIPL, PLIW, PLEW, and WEPL.

3. Results and Discussion

3.1. Results

The total sample was 54 respondents, 42 male employees (77.8%) and 12 female respondents (22.2%). Employees whose age range is 20-25 years are 13 people (24.1%). Employees whose age range is 26 - 30 years are 18 people (33.3%). Employees whose age range is 31 - 35 years are 19 people (35.2%). Employees whose age range is 36 - 40 years are 2 people (3.7%). While employees whose age range is 41 - 45 years are 2 people (3.7%). based on status, namely married 36 employees (66.7%) and not married 18 employees (33.3%). While the working period is 1 - 5 years a total of 48 employees (88.9%) and 6 - 10 years a total of 6 employees (11.1%).

Based on Figures 1, that each indicator has an outer loadings value that exceeds 0.05 which is considered sufficient (Ghozali, 2014). So it can be proven that the indicators of the variables can be declared valid. This means that this research variable has good convergent validity.



Figures 1. Test Measurement Model

Table 1. Reliability Test

Variable	Composite Reliability	Cronbach's Alpha
Work Environment	0,892	0,855
Work family Conflict	0,911	0,883
Work Life Balance	0,898	0,885
Job Satisfaction	0,916	0,898

Based on Table 1, composite reliability > 0.07 . So the data has good reliability or meets composite reliability. The Cronbach's alpha value of all model constructs is > 0.07 , which means that overall it has strong reliability and meets the Cronbach's alpha requirements, so the data is reliable for research.

Table 2. Results of Data Analysis

Variable	Original Sample	T - Statistics	Information
WE > JS	0,654	6,835	Positive and significant
WFC > JS	-0,299	2,090	Negative and significant
WLB > JS	0,205	1,141	Positive and non-significant
WE > WLB	0,082	0,434	Positive and non-significant
WFC > WLB	0,595	3,465	Positive and significant
WE > WLB > JS	0,017	0,291	Positive and non-significant
WFC > WLB > JS	0,122	0,991	Negative and non-significant

Based on Table 2, the result of data analysis in this study can be written as follows: WE $>$ JS: The value of t-statistics of the effect of work environment on job satisfaction is $6.835 \geq 1.96$. This means that there is a significant influence of the work environment on job satisfaction. For the estimated coefficient value of 0.654 which is positive, meaning that the better the work environment, the higher job satisfaction will be.

WFC $>$ JS: The t-statistics value of WFC influence on job satisfaction is $2.090 \geq 1.96$. It means that there is significant influence between WFC on job satisfaction. For the estimated

coefficient value -0.299 is negative, meaning that the higher the WFC, the lower the job satisfaction.

WLB > JS: The t-statistics value of work life balance influence on job satisfaction is $1.141 < 1.96$. This means that it is explained that there is no significant influence of WLB on job satisfaction. For the estimated coefficient value of 0.205 with a positive sign, it means that the higher the WLB, the higher the job satisfaction.

WE > WLB: The t-statistics value of the effect of work environment on work life balance is $0.434 < 1.96$. This means that there is no significant effect of work environment on WLB. For the estimated coefficient value of 0.082 is positive, meaning that the higher the work environment, the higher the work life balance.

WFC > WLB: The t-statistics value of WFC influence on WLB is $3.465 \geq 1.96$. It means there is significant influence of WFC on WLB. For the estimation coefficient value 0.595 with positive sign means that the higher WFC, the higher WLB.

WE > WLB > JS: the coefficient of direct influence of work environment on job satisfaction is 0.654 and significant at 5% ($t \text{ count} \leq t \text{ table } 1.96$). Meanwhile, the indirect effect of work environment on job satisfaction through WLB is 0.017 and not significant at 5% ($t \text{ count} \leq t \text{ table } 1.96$). It is concluded that the work environment has a direct effect on job satisfaction but has no indirect effect on job satisfaction through WLB.

WFC > WLB > JS: The coefficient of direct influence of WFC on job satisfaction is -0.299 and significant at 5% ($t \text{ count} \geq t \text{ table } 1.96$). The indirect effect of work family conflict on job satisfaction through WLB is 0.122 and not significant at 5% ($t \text{ count} \leq t \text{ table } 1.96$). It is concluded that WFC has direct effect on job satisfaction but not indirect effect on job satisfaction through WLB.

3.2. Discussion

The Effect of Work Environment on Job Satisfaction

The test results show that the work environment has a positive and significant effect on job satisfaction. It can be seen based on the results of data processing which explains that the t-statistics value is greater than the t-count, which is $6.835 \geq 1.96$ so that H1 is accepted. This research is in line with the results of Prayekti & Aji Pangestu (2022); Jaskyte *et al.* (2020); Ong *et al.* (2021) which revealed that the work environment has a significant influence on job satisfaction. The study used work environment and job satisfaction variables. job satisfaction is said to affect the work environment due to a positive and supportive work environment (Jaskyte *et al.*, 2020). Connected to this research at PT Dakwah Inti Media, the existing work environment has an influence on job satisfaction. This occurs due to things that affect job satisfaction such as the work atmosphere, work facilities provided, employee relations with superiors, and relationships between coworkers that are well established enough to be able to create a positive sense of job satisfaction felt by employees (Ong *et al.*, 2021). This is considered beneficial for the company because it does not rule out the possibility that the achievement targets of the company will be quickly met (Fathonah & Utami, 2010).

This means that the work environment implemented by the company has a significant positive effect on job satisfaction in employees of PT Dakwah Inti Media.

The Effect of Work Family Conflict on Job Satisfaction

The test results show that work family conflict has a negative and significant effect on job satisfaction. It can be seen based on the results of data processing which explains the value of t-statistics which is greater than the t-count, which is $2.090 \geq 1.96$ so that H2 is accepted. This research is in line with the results of research from Stefhany & Sibarani (2022); Lusiana et al. (2021); Rhee et al. (2019) which revealed that WFC has a negative effect on job satisfaction, with the WFC felt by employees can also affect the job satisfaction felt. Puspitasari (2012) explained that the level of WFC felt by someone is very influential on the level of one's job satisfaction, in the sense that an increase in the WFC felt by someone also results in a decrease in job satisfaction. Connected to this research at PT Dakwah Inti Media, WFC has a negative effect on job satisfaction, meaning that the high WFC on PT Dakwah Inti Media employees will reduce the perceived job satisfaction. Looking at the estimation of inner model using smartPLS, it shows the influence of WFC on job satisfaction among employees of PT Dakwah Inti Media, the estimation coefficient is negative, which is - 0.299. It can be interpreted that WFC has a negative and significant influence on job satisfaction among employees of PT Dakwah Inti Media. The results of interviews with several employees of PT Dakwah Inti Media, namely Mrs. NRJ (26) and Mrs. RFP (25) stated that working in this media company has high work demands and a lot of time spent working, which also affects family life so that it has an impact on the level of job satisfaction felt. In accordance with the statement from Puspitasari (2012) that an increase in perceived work family conflict will affect job satisfaction. If the role of work requires more attention than the family, hence the perceived work family conflict (Ahuja, 2002).

This means that work family conflict has a significant negative effect on job satisfaction in employees of PT Dakwah Inti Media.

The Effect of Work Life Balance on Job Satisfaction

The test results show that work life balance has a positive and non-significant effect on job satisfaction. It can be seen based on the results of data processing which explains the value of t-statistics which is smaller than the t-count, which is $1.141 \leq 1.96$ so that H3 is rejected. This study strengthens the results of research from R. Lumunon et al. (2019) which describes WLB as having a positive and non-significant effect on job satisfaction. The study used WLB and job satisfaction variables. WLB is said to have no significant effect on job satisfaction due to other factors. In relation to this research at PT Dakwah Inti Media, WLB has no significant effect on job satisfaction. This can occur because there are other things that affect job satisfaction, namely the work environment and work family conflict. A high level of work life balance cannot increase job satisfaction, and vice versa, a low level of work life balance cannot reduce job satisfaction, this is in accordance with research (Alianto & Anindita, 2018). According to Mr. Sururi (42) as the HCD manager at PT Dakwah Inti Media stated that in connection with the duties of the news editor whose schedule has been set, so that these employees cannot be arbitrary about the arrangement of their working hours as well as reduced time just to meet with friends. This statement is the same as that presented by Mrs. RFP (25) explaining that the risk of a worker as a news editor does spend more time working, but this is enough to affect the perceived job satisfaction.

This means that work life balance for employees of PT Dakwah Inti Media has a positive and non-significant effect on job satisfaction.

The Effect of Work Environment on Work Life Balance

The test results show that the work environment has a positive and non-significant influence on work life balance. It can be seen based on the results of data processing which explains the value of t-statistics which is smaller than the t-count, which is $0.434 \leq 1.96$ so that H4 is rejected. This study strengthens the results of research from Nakano et al. (2013) which revealed that the work environment has a positive but non-significant effect on WLB. The results of interviews with PT Dakwah Inti Media employees Mr. LH (31) stated that the existence of a good work environment certainly greatly affects productivity at work, however, it does not have much influence on employees' work life balance. This statement is the same as that presented by Mr. BP (33) that work life balance is not influenced by the work environment but the demands of the work carried out by each employee. This supports the statement of Ricardianto (2018) that this work environment is related to work life balance, but does not have a significant effect.

This means that the work environment in the company has a positive and non-significant effect on the work life balance of employees of PT Dakwah Inti Media.

The Effect of Work Family Conflict on Work Life Balance

The test results show that work family conflict has a positive and significant effect on work life balance. It can be seen based on the results of data processing which explains the value of t-statistics which is greater than the t-table, which is worth $3.465 \geq 1.96$ so that H5 is rejected.

This study strengthens the results of research from Mutiara et al. (2022) explained that work family conflict has a significant positive effect on WLB. When associated with research conducted at PT Dakwah Inti Media, WFC has no influence on WLB. This means that the work life balance of employees of PT Dakwah Inti Media is not influenced by the work family conflict they carry. Based on the results of interviews with PT Dakwah Inti Media employees, Mr. SA (27) explained that due to work that sometimes takes up more time, it has an impact, namely a little difficulty for an employee who works in this industry to spend time with family even with friends even if it is just channeling his hobbies. Also as employees working in this industry must always be prepared for calls at any time to employees to cover an event or news that is happening in order to fulfill the demands of the job. However, if employees ignore or underestimate this, it will greatly impact the performance of both the employee and the company so that the boss will give a reprimand to the employee.

This means that work family conflict has a positive and significant effect on work life balance in employees of PT Dakwah Inti Media.

The Effect of Work Environment on Job Satisfaction through Work-Life Balance

The test results show that work life balance is not able to mediate the effect of work environment on job satisfaction so that H6 is rejected. It can be seen based on the results of data processing that explains the indirect effect, the coefficient value is 0.654, while the direct effect is 0.017. It can be interpreted that work life balance is not able to mediate the influence of the work environment on job satisfaction. This study strengthens research

conducted by Putri (2022) which states that work life balance is unable to mediate between the work environment and job satisfaction. In connection with this research at PT Dakwah Inti Media, it is supported by the results of interviews with several employees, namely NKR (32) and AT (24) who explained that when each employee's work life balance occurs between the work environment and job satisfaction, it can reduce the performance of the company. This can happen because of the explanation previously explained, that the work environment has no effect on WLB. Judging from the results of data processing that explains indirect effects, it is also known that work life balance is not able to mediate the effect of work environment on job satisfaction. However, the work environment has a direct effect on job satisfaction as well as the previous explanation.

This means that work life balance is not able to mediate the effect of the work environment on job satisfaction.

The Effect of Work Family Conflict on Job Satisfaction through Work-Life Balance

The test results show that work life balance is not able to mediate the effect of work family conflict on job satisfaction so that H7 is rejected. It can be seen based on the results of data processing that explains the indirect effect, the coefficient value is -0.299, while the direct effect is 0.122. It can be interpreted that WLB is not able to mediate the influence of WFC on job satisfaction. This research strengthens the research conducted by Anwar (2014) which states that work life balance is unable to mediate between work family conflict and job satisfaction.

In relation to this research at PT Dakwah Inti Media, it is supported by the results of interviews with Mr. LH (31) and Mrs. NRJ (26) who explained that one of the risks of working in this industry is the frequent movement of workplaces according to the location of the activities to be covered, so that it does not allow the balance of work life or personal life, because it requires the employee to want or not want to put his family first. One of the obligations of employees is to work with demands, which will simultaneously leave their obligations to their families as children, siblings, or parents, causing problems called work family conflict, due to the imbalance between work and family (work life balance) and impact on perceived job satisfaction (Sandjaja & Handoyo, 2012). Based on the result of data processing that explains indirect effects, it is also known that work life balance is not able to mediate the influence of WFC on job satisfaction. However, WFC gives direct effect to job satisfaction as well as the previous explanation.

This means that work life balance is not able to mediate the effect of work family conflict on job satisfaction.

4. Conclusion

Based on research and discussion related to the impact of work environment and work family conflict on job satisfaction with work life balance as intervening variable, several conclusions can be drawn, indicating that the (1) work environment has a significant positive effect on job satisfaction in employees of PT Dakwah Inti Media; (2) work family conflict has a significant negative effect on job satisfaction in employees of PT Dakwah Inti Media; (3) work life balance has a positive and non-significant effect on job satisfaction; (4) work environment in the company has a positive and non-significant effect on the work life balance of employees of PT Dakwah Inti Media; (5) work family conflict has a positive and

significant effect on work life balance in employees of PT Dakwah Inti Media; (6) work life balance is not able to mediate the effect of the work environment on job satisfaction, and (7) work life balance is not able to mediate the effect of work family conflict on job satisfaction.

The results of the study also provide practical advice derived from analysis and observations, namely companies helping employees to be able to balance the time between work and family, so that this minimizes the occurrence of work family conflict. Employees should also be better able to sort out their work and personal lives without mixing their lives, so that these employees can be more professional with work without involving their personal affairs. Then the company can also improve the lights in several rooms that seem dim by adding the brightness of the lights so that employees can be more comfortable when carrying out work activities. The company can also consider in advance before providing additional work by ensuring that the employee can still understand and be able to do work that is not his job properly. The company is also expected to provide rewards in the form of wages or so on, so that employees are more loyal to do and complete their duties that are duplicated by other tasks properly. For future researchers, it is hoped that they can continue this research further regarding other variables that affect the level of job satisfaction in employees. Variables that can be used include work motivation or workload.

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