

The Influence of Work-Life Balance and Organizational Climate on Job Satisfaction of Employees of PT KAI Daop 5 Purwokerto

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Abstract. Job satisfaction is an emotional attitude of employees that arises in response to work, influenced by aspects of life and the work environment. This study aims to examine the effect of work-life balance and organizational climate on job satisfaction in employees of PT KAI Daop 5 Purwokerto. The study used a quantitative approach with 108 respondents and instruments in the form of Job Satisfaction Survey (Spector), Work-Life Balance Scale (Fisher), and Organizational Climate Questionnaire (Litwin & Stringer). The regression analysis results show that work-life balance has a positive and significant effect on job satisfaction ($t = 8.240$; $R^2 = 0.141$; $p = 0.00$), as well as organizational climate ($t = 5.452$; $R^2 = 0.331$; $p = 0.00$). Simultaneously, both variables contributed 47.8% to job satisfaction ($F = 48.148$; $R^2 = 0.478$; $p = 0.00$). This finding confirms the importance of work-life balance and positive organizational climate in increasing employee job satisfaction.

Keywords: Job satisfaction, work-life Balance, organizational climate

1 Introduction

Indonesia is a country with various types of transportation, one of which is land transportation in the form of trains which is a favorite choice for the public because of its speed, schedule accuracy, affordable costs, and comfortable service [1]. PT Kereta Api Indonesia (KAI) as a state-owned enterprise engaged in transportation services has a strategic role in serving the public through its operational network on the islands of Java and Sumatra [2]. One of the important operational areas is Daop 5 Purwokerto which is supported by competent human resources (HR) and plays an important role in supporting the company's goals. Quality HR will be more motivated and comfortable if their job satisfaction is met [3]. Therefore, companies need to pay attention to factors that influence job satisfaction.

Job satisfaction is a positive emotional state experienced by individuals when their work meets expectations, the work environment is supportive, and they receive good treatment [4]. When employees have a positive perception of the organizational environment, constructive attitudes and behaviors will emerge that support performance [5]. However, the results of initial interviews with the HR manager of PT KAI Daop 5 Purwokerto showed employee dissatisfaction due to excessive working hours and an unsupportive work environment. This indicates the importance of a balance between work and personal life or work-life balance in supporting job satisfaction [6]. Job satisfaction is also related to perceptions of the organizational climate which influences comfort and safety at work [7].

Previous research has shown that work-life balance and organizational climate have a positive relationship with job satisfaction, namely research conducted by [8] [9]. Imbalance between work and personal life and an uncondusive organizational climate can reduce the quality of work life and employee commitment. Conversely, when these two factors are managed well, employees will feel more satisfied, loyal, and motivated. PT KAI Daop 5 Purwokerto needs to pay attention to this as part of its HR management strategy. Based on this phenomenon, this study was conducted to determine the effect of work-life balance and organizational climate on job satisfaction among PT KAI Daop 5 Purwokerto employees.

2 Literature Review

2.1 Job satisfaction

Job satisfaction is an emotional attitude that employees show towards their work, characterized by positive or negative responses to various aspects of the job. According to Spector [11], [10] Job satisfaction is influenced by nine aspects, namely salary, promotion, supervision, additional benefits, awards, work procedures and regulations, coworkers, the work itself, and communication. Herzberg [11] distinguishes between motivational (intrinsic) and hygiene (extrinsic) factors that influence attitudes toward work. Motivational factors such as achievement and responsibility correlate with job satisfaction, while hygiene factors such as salary and company policies are related to dissatisfaction if not met. The level of job satisfaction also reflects the quality of psychological well-being and employee morale. Therefore, understanding these aspects is important for designing effective organizational interventions.

2.2 Work-life balance

Work-life balance is defined as an individual's ability to manage and balance the demands of work with their personal life. Fisher et al., [12] proposed four aspects of work-life balance: work interferes with personal life, personal life interferes with work, work enhances personal life, and vice versa. Previous research has shown that work-life balance positively contributes to job satisfaction. Imbalance tends to trigger stress, role conflict, and decreased performance, especially if work demands sacrifice personal time. Implementing strategies such as flexible work schedules, family leave, and family support facilities is highly recommended to improve employee well-being. Therefore, work-life balance is not only beneficial for employees, but also has a positive impact on the organization as a whole.

2.3 Organizational climate

Organizational climate refers to employees' perceptions of the organization's atmosphere and social structure, including prevailing values, norms, and leadership styles. Litwin & Stringer [14] define organizational climate as the result of employees' experiences that shape their perceptions of the work environment. A positive organizational climate is characterized by clear structures, rewards, support, and a strong sense of responsibility among team members. A study by Del Ángel- Salazar et al., [9] found a positive correlation between organizational climate and job satisfaction levels. Employees who feel comfortable and valued in the organization tend to demonstrate higher loyalty and performance. Therefore, organizational climate is an important aspect in creating a healthy and productive work environment.

2.4 Previous research.

Previous research has extensively discussed the relationship between work-life balance and job satisfaction, as well as between organizational climate and job satisfaction. A study by Yusnani and Prasetyo [12] confirmed that work-life balance significantly influences job satisfaction. Similarly, Adrian and Arianto [15] found that a conducive organizational climate can increase employee job satisfaction. However, research remains limited in the context of state-owned enterprises, particularly in the transportation sector. The limited number of studies examining both variables simultaneously within PT KAI Daop 5 Purwokerto indicates a relevant research gap. Therefore, this study is important to provide an empirical contribution to the development of human resource management practices in the public sector.

Based on theoretical review and previous research, it can be concluded that work-life balance and organizational climate are two factors that conceptually and empirically have a significant relationship with job satisfaction. Work-life balance affects employees' psychological and emotional well-being, while organizational climate shapes perceptions of the work environment. Therefore, this study is based on the conceptual framework that the better the work-life balance and organizational climate, the higher the level of job satisfaction experienced by employees. Work-life balance and organizational climate are among the external factors that influence job satisfaction.

3 Method

This study uses a quantitative approach with a correlational research design that aims to determine the effect of work-life balance and organizational climate on job satisfaction among employees of PT KAI Daop 5 Purwokerto. This design is used to empirically test the relationship between variables based on data collected through a survey.

3.1 Participants

The population in this study was all 150 employees of PT KAI Daop 5 Purwokerto. Based on Krejcie and Morgan (1970), the sample taken was 108 respondents. The sampling technique used was probability sampling with a simple random sampling method, so that each member of the population had an equal opportunity to be selected as a sample. The respondent recruitment process was carried out through coordination with the company's HR department.

3.2 Instrument

Data collection was conducted using three types of psychological scales, namely Job Satisfaction measured using the Job Satisfaction Survey (JSS) from Spector, [11] which has been adapted and validated in the Indonesian context. This scale consists of 36 items covering 9 aspects such as salary, promotion, supervision, additional benefits, and communication. Work-Life Balance was measured using the Work-Life Balance Scale developed by (12) which consists of 17 items. This scale measures four dimensions: work interferes with personal life, personal life interferes with work, work enhances personal life, and vice versa. Organizational Climate was measured using the Organizational Climate Questionnaire (OCQ) from Litwin & Stringer [14] which consists of 24 items. This scale covers dimensions such as structure, standards, responsibility, rewards, support, commitment. All instruments use a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). Language and cultural context adjustments were carried out through content validity tests by experts.

3.3 Procedure data collection

Data collection was conducted by distributing questionnaires directly to respondents after obtaining permission from the company's human resources. Participation was voluntary, and respondents were informed about the purpose of the study and the right to refuse or discontinue participation at any time. This study was conducted in accordance with ethical research principles, including informed consent and data confidentiality. All respondents signed a consent form before completing the questionnaire. Personal data was kept anonymous and used for academic purposes only.

3.4 Data analysis techniques

The data obtained were analyzed using SPSS version 20 software. Prior to the main analysis, the data were tested for normality, linearity, multicollinearity, and heteroscedasticity. Hypothesis testing was performed using simple regression and multiple linear regression to determine the effect of each independent variable on job satisfaction. The significance value was set at $p < 0.05$.

4 Results

4.1 Respondent characteristics

This study used 108 respondents who were employees of PT KAI Daop 5 Purwokerto. Respondents were selected using a simple random sampling technique from a total population of 150 people.

4.2 Descriptive statistics

Descriptive analysis was conducted on three main variables: work-life balance (WLB), organizational climate (OC), and job satisfaction (JS). The calculation results show the minimum, maximum, average (mean), and standard deviation (SD) values as follows:

Table 1. Descriptive statistics

No	Variables	N	Min	Max	Mean	Std. Dev
1	Job Satisfaction	108	69.00	90.00	79.86	4.15
2	Work-Life Balance	108	27.00	36.00	31.94	1.84
3	Organizational Climate	108	58.00	75.00	63.75	2.98

4.3 Multiple linear regression test results

Before conducting the regression analysis, the data was tested for classical assumptions such as normality, linearity, multicollinearity, and heteroscedasticity. The results showed that all assumptions were met, making the data suitable for further analysis. Multiple linear regression testing was conducted to determine the effect of work-life balance and organizational climate on job satisfaction. The following are the regression test results:

Table 2. Results of Multiple Linear Regression Test

No	Variables	T	R ²	P
1	Work-Life Balance	8.240	0.141	0.000
2	Organiztional Climate	5.452	0.331	0.000

Table 3. F test results

F	R ²	P
48.148	0.478	0.000

From the results above, it can be concluded that work-life balance contributes 14.1% to job satisfaction, organizational climate contributes 33.1% to job satisfaction and simultaneously, both variables contribute 47.8% to job satisfaction.

5 Discussion

The results of the study indicate that work-life balance has a significant effect on job satisfaction, contributing 14.1%. This finding indicates that the higher the balance between work and personal life, the higher the level of job satisfaction experienced by employees. This result is in line with research by Yusnani and Prasetyo [12], who found that work-life balance contributes positively to job satisfaction in service sector employees. In the context of PT KAI Daop 5 Purwokerto, work-life balance can be an important strategy in increasing employee loyalty and productivity. This finding reinforces the importance of preventative work wellness programs against work burnout.

Organizational climate was also found to have a significant effect on job satisfaction, contributing 33.1%. This means that employees' perceptions of the organizational climate—such as structural clarity, rewards, support, and interpersonal relationships—contribute significantly to their level of job satisfaction. This finding is supported by research by Adrian and Arianto [16], which showed that the more positive the organizational climate, the higher the employee job satisfaction in a manufacturing industry.

Simultaneously, work-life balance and organizational climate contributed 47.8% to the variation in job satisfaction. This indicates that nearly half of employee job satisfaction can be explained by these two variables. This strengthens the theoretical model used in the study and supports previous research that suggests a combination of internal and external factors within an organization influences job satisfaction [10]. With these consistent results, organizations like PT KAI Daop 5 can focus more on these two aspects in developing HR management strategies.

The data used has undergone classical assumption tests and meets regression criteria, including normality, linearity, absence of multicollinearity, and absence of heteroscedasticity. This indicates that the regression model used is valid and can be relied upon to draw conclusions. This study has several limitations. First, the sample size used was only 108 people from a total population of 150 employees. Although calculated using the Krejcie and Morgan table, this proportion still leaves the possibility of bias or limited representativeness. Furthermore, this study was only conducted in one operational area, so the results cannot

necessarily be generalized to all work units of PT KAI or other similar organizations.

Based on these limitations, further research is recommended using a larger sample size, even encompassing the entire population if possible. Furthermore, future research could employ a mixed methods approach to capture deeper qualitative aspects of employee work experiences. Cross-regional or cross-industry studies should also be considered to assess the consistency of results across different organizational contexts.

6 Conclusion

Based on the results of the study, work-life balance and organizational climate on employee job satisfaction in the company, it can be concluded that: Work-life balance has an influence on job satisfaction in employees of PT KAI (Persero) Daop 5 Purwokerto Office, Organizational climate has an influence on job satisfaction in employees of PT KAI (Persero) Daop 5 Purwokerto Office and Work-life Balance and Organizational climate have an influence on job satisfaction in employees of PT KAI (Persero) Daop 5 Purwokerto Office. Suggestions that can be given by researchers for further research are to involve more than one company from various sectors in order to obtain a more comprehensive understanding. Furthermore, for PT KAI (Persero) Daop 5 Purwokerto Office to pay more attention to the importance of balance between work and personal life of employees, as well as building a positive organizational climate. After that, the last suggestion for employees of PT KAI (Persero) Daop 5 Purwokerto Office is to be more active in recognizing personal boundaries and needs at work. Maintaining a work-life balance can be started by managing time effectively and not hesitating to take a break when needed.

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