

ABSTRAK

Intan Nuraini Yudiawati (1229240116) “Pengaruh *Work-Life Balance* Dan Lingkungan Kerja Terhadap Kepuasan Kerja Dengan Motivasi Kerja Sebagai Variabel Mediasi Pada Balai Pengembangan Kompetensi PU Wilayah IV Bandung”

Berdasarkan Laporan Kinerja (LAKIN) Balai Pengembangan Kompetensi PU Wilayah IV Bandung Tahun 2024, indeks kepuasan pelayanan masyarakat baru mencapai rata-rata 90% dari target 100%, yang mengindikasikan bahwa kepuasan kerja pegawai di lingkungan instansi tersebut belum tercapai secara optimal. Selain fenomena empiris tersebut, ditemukan pula research gap pada hasil-hasil penelitian terdahulu terkait pengaruh *work-life balance* dan lingkungan kerja terhadap kepuasan kerja, baik secara langsung maupun melalui motivasi kerja sebagai variabel mediasi, sehingga diperlukan pengujian lebih lanjut pada objek penelitian ini.

Penelitian ini bertujuan untuk mengetahui pengaruh *Work-Life Balance* terhadap Kepuasan Kerja, pengaruh Lingkungan Kerja terhadap Kepuasan Kerja, pengaruh *Work-Life Balance* terhadap Motivasi Kerja, pengaruh Lingkungan Kerja terhadap Motivasi Kerja, pengaruh Motivasi Kerja terhadap Kepuasan Kerja, serta peran Motivasi Kerja dalam memediasi pengaruh *Work-Life Balance* dan Lingkungan Kerja terhadap Kepuasan Kerja pada pegawai Balai Pengembangan Kompetensi PU Wilayah IV Bandung.

Metode penelitian yang digunakan adalah metode deskriptif verifikatif dengan pendekatan kuantitatif. Populasi dalam penelitian ini adalah seluruh pegawai Balai Pengembangan Kompetensi PU Wilayah IV Bandung yang berjumlah 41 orang, dengan teknik pengambilan sampel jenuh (sensus) sehingga seluruh populasi dijadikan responden penelitian. Data primer dikumpulkan melalui penyebaran kuesioner dan dianalisis menggunakan pendekatan Structural Equation Modeling berbasis Partial Least Square (SEM-PLS) dengan bantuan perangkat lunak SmartPLS versi 4.0, meliputi uji validitas konvergen dan diskriminan, uji reliabilitas, uji R-Square, uji F-Square, uji Goodness of Fit, serta uji hipotesis melalui *path coefficients* (pengaruh langsung) dan *specific indirect effects* (pengaruh mediasi) dengan prosedur *bootstrapping*.

Hasil penelitian menunjukkan bahwa: (1) *Work-Life Balance* tidak berpengaruh signifikan terhadap Kepuasan Kerja ($t = 0,407$; $p = 0,684$), (2) Lingkungan Kerja berpengaruh positif dan signifikan terhadap Kepuasan Kerja ($t = 3,171$; $p = 0,002$), (3) *Work-Life Balance* berpengaruh positif dan signifikan terhadap Motivasi Kerja ($t = 1,994$; $p = 0,046$), (4) Lingkungan Kerja berpengaruh positif dan signifikan terhadap Motivasi Kerja ($t = 3,185$; $p = 0,001$), (5) Motivasi Kerja berpengaruh positif dan signifikan terhadap Kepuasan Kerja ($t = 2,141$; $p = 0,032$), (6) pada pengujian mediasi dengan taraf signifikansi 10%, Motivasi Kerja tidak memediasi pengaruh *Work-Life Balance* terhadap Kepuasan Kerja ($t = 1,312$; $p = 0,190$), serta (7) Motivasi Kerja memediasi secara parsial (*partial mediation*) pengaruh Lingkungan Kerja terhadap Kepuasan Kerja ($t = 1,728$; $p = 0,084$). Model penelitian ini mampu menjelaskan variasi Kepuasan Kerja sebesar 66,1% dan variasi Motivasi Kerja sebesar 50,2%. Dengan demikian, perbaikan lingkungan kerja terbukti menjadi strategi paling efektif dalam meningkatkan kepuasan kerja pegawai, baik secara langsung maupun melalui penguatan motivasi kerja, sedangkan peningkatan *work-life balance* perlu didukung oleh strategi lain di luar jalur motivasi kerja.

Kata kunci: *Work-Life Balance*, Lingkungan Kerja, Motivasi Kerja, Kepuasan Kerja, SEM-PLS

ABSTRACT

Intan Nuraini Yudiawati (1229240116) “The Influence Of Work-Life Balance And Work Environment On Job Satisfaction With Work Motivation As A Mediating Variable At Balai Pengembangan Kompetensi PU Wilayah IV Bandung”

Based on the 2024 Performance Report (LAKIN) of Balai Pengembangan Kompetensi PU Wilayah IV Bandung, the public service satisfaction index only reached an average of 90% of the 100% target, indicating that employee job satisfaction within the institution has not been fully achieved. In addition to this empirical phenomenon, a research gap was also identified among prior studies regarding the effect of work-life balance and work environment on job satisfaction, both directly and through work motivation as a mediating variable, which necessitates further examination in this research object.

This study aims to determine the effect of Work-Life Balance on Job Satisfaction, the effect of Work Environment on Job Satisfaction, the effect of Work-Life Balance on Work Motivation, the effect of Work Environment on Work Motivation, the effect of Work Motivation on Job Satisfaction, as well as the role of Work Motivation in mediating the effect of Work-Life Balance and Work Environment on Job Satisfaction among employees of Balai Pengembangan Kompetensi PU Wilayah IV Bandung.

The research method employed is descriptive and verificative with a quantitative approach. The population of this study consists of all 41 employees of Balai Pengembangan Kompetensi PU Wilayah IV Bandung, using a saturated sampling (census) technique in which the entire population was used as respondents. Primary data were collected through questionnaires and analyzed using the Partial Least Square Structural Equation Modeling (SEM-PLS) approach with SmartPLS version 4.0 software, including convergent and discriminant validity tests, reliability tests, R-Square tests, F-Square tests, Goodness of Fit tests, and hypothesis testing through path coefficients (direct effects) and specific indirect effects (mediation effects) using the bootstrapping procedure.

The results show that (1) Work-Life Balance has no significant effect on Job Satisfaction ($t = 0.407$; $p = 0.684$), (2) Work Environment has a positive and significant effect on Job Satisfaction ($t = 3.171$; $p = 0.002$), (3) Work-Life Balance has a positive and significant effect on Work Motivation ($t = 1.994$; $p = 0.046$), (4) Work Environment has a positive and significant effect on Work Motivation ($t = 3.185$; $p = 0.001$), (5) Work Motivation has a positive and significant effect on Job Satisfaction ($t = 2.141$; $p = 0.032$), (6) at a 10% significance level, Work Motivation does not mediate the effect of Work-Life Balance on Job Satisfaction ($t = 1.312$; $p = 0.190$), and (7) Work Motivation partially mediates the effect of Work Environment on Job Satisfaction ($t = 1.728$; $p = 0.084$). The research model explains 66.1% of the variance in Job Satisfaction and 50.2% of the variance in Work Motivation. Therefore, improving the work environment is proven to be the most effective strategy for enhancing employee job satisfaction, both directly and through strengthening work motivation, whereas improving work-life balance needs to be supported by strategies beyond the work motivation pathway.

Keywords: Work-Life Balance, Work Environment, Work Motivation, Job Satisfaction, SEM-PLS