

## The Influence of Work-Life Balance and Non-Physical Work Environment on Employee Job Satisfaction in a Digital Consulting Company

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### ABSTRACT

This study analyzes the effect of work-life balance and non-physical work environment on employee job satisfaction at PT Brilliant Think Center. The research is motivated by the imbalance between employees' work and personal lives, as well as a non-physical work environment that has not been fully optimized. This study employs a quantitative approach with descriptive and associative methods. The population consists of 125 employees, and 95 respondents were selected using the Slovin formula. Primary data were collected through questionnaires and analyzed using multiple linear regression, t-test, and F-test. The results show that work-life balance and the non-physical work environment have a positive and significant effect on job satisfaction, with an R Square value of 0.676, indicating that both variables explain 67.6% of the variation in job satisfaction. These findings highlight the practical importance of improving work flexibility, strengthening internal communication, and fostering a supportive workplace atmosphere to enhance employee job satisfaction and retention.

**Keywords:** Work-Life Balance, Non-Physical Work Environment, Job Satisfaction.



## INTRODUCTION

Human Resource Management (HRM) plays a crucial role in ensuring organizational sustainability, one of which is through enhancing employee job satisfaction. Job satisfaction is influenced by various factors, including work-life balance and the non-physical work environment. An imbalance between personal life and work demands has been shown to reduce employee motivation and job satisfaction (Yanti & Meutia, 2024). Similarly, the non-physical work environment encompassing interpersonal relationships, communication patterns, and organizational culture also shapes employees' perceptions of comfort at work (Wahyuni & Syahputra, 2022).

Companies that fail to create a balanced work-life environment are at risk of increased stress, decreased productivity, and higher turnover rates (Widyaningrum, 2023). This condition also occurs at PT Brilliant Think Center, where employees face high job pressure, inflexible working hours, and interpersonal relationships that are not yet fully harmonious. Employees have also reported emotional exhaustion, limited personal time, and insufficient appreciation from supervisors, all of which lead to declining job satisfaction and a potential intention to leave the company.

Based on these conditions, this study aims to analyze the influence of work-life balance and the non-physical work environment on employee job satisfaction at PT Brilliant Think Center. This research not only examines the partial effect of each variable but also explores how both factors collectively shape job satisfaction levels. Practically, the findings of this study are expected to serve as a foundation for the company in designing policies that support work-life balance and create a more conducive work environment.

Previous studies have shown that work-life balance and the work environment significantly affect job satisfaction (Aliya & Saragih, 2020; Sari, 2020; Yazid & Husniati, 2023). Research conducted in startup and service sectors also emphasizes that work-life balance is a critical factor influencing job satisfaction, especially among the millennial workforce (Yuliana & Saputra, 2020; Zainal & Yuliana, 2021). However, most prior studies have focused on large corporations, the education sector, or general service industries.

The concept of work-life balance relates to an individual's ability to manage work and personal roles in a balanced manner, while the non-physical work environment refers to social and psychological workplace aspects. Job satisfaction itself is defined as a positive emotional response toward one's job (Greenhaus & Allen, 2017; Robbins & Judge, 2020; Luthans, 2019). Organizational behavior theory asserts that both factors are key determinants of job satisfaction.

Based on the above discussion, it can be concluded that work-life balance and the non-physical work environment are essential factors influencing job satisfaction. However, a research gap exists due to the limited number of studies focusing on digital service companies, which are characterized by fast-paced, flexible, and high-pressure work environments such as PT Brilliant Think Center. Therefore, this study is crucial to provide a deeper understanding of how these factors influence job satisfaction within the digital industry context.

## **LITERATURE REVIEW**

### **Work-Life Balance**

Work-life balance refers to the equilibrium between an individual's work responsibilities and personal life roles. Greenhaus and Allen (2017) define work-life balance as a state in which individuals are able to meet both work and non-work demands without excessive conflict between the two domains. A well-maintained work-life balance is associated with reduced stress levels, higher psychological well-being, and increased motivation. The theory suggests that when employees can manage their roles effectively, they are more likely to experience job satisfaction and demonstrate positive work attitudes.

### **Non-Physical Work Environment**

The non-physical work environment encompasses the psychological, social, and cultural conditions within a workplace. According to Robbins and Judge (2020), non-physical environmental factors include interpersonal communication, leadership support, teamwork, organizational climate, and the overall social atmosphere at work. These elements influence employees' perceptions of comfort, security, and motivation. A positive non-physical work environment reduces emotional strain, enhances organizational trust, and fosters a sense of belonging, which ultimately contributes to higher levels of job satisfaction.

### **Job Satisfaction**

Job satisfaction is defined as a positive emotional response toward one's job, resulting from an evaluation of job experiences (Luthans, 2019). It reflects how well employees' expectations align with the realities of their roles. Job satisfaction is influenced by internal factors such as personal well-being and competence, as well as external factors like work environment, workload, rewards, and organizational support. The theory posits that satisfied employees tend to show greater commitment, lower turnover intention, and better performance outcomes.

## **Hypothesis**

### **Effect of Work-Life Balance ( $X_1$ ) on Job Satisfaction ( $Y$ )**

Work-life balance allows employees to manage work and personal demands effectively, which reduces stress and enhances overall well-being. When employees experience harmony between work and personal life, they are more likely to feel satisfied with their job.

H<sub>1</sub>: Work-life balance has a positive and significant effect on job satisfaction.

### **Effect of Non-Physical Work Environment ( $X_2$ ) on Job Satisfaction ( $Y$ )**

A supportive non-physical work environment—consisting of effective communication, positive social interactions, and supportive leadership—creates a comfortable psychological climate. This environment increases employees' sense of belonging and motivation, which in turn elevates job satisfaction.

H<sub>2</sub>: The non-physical work environment has a positive and significant effect on job satisfaction.

### **Effect of Work-Life Balance ( $X_1$ ) and Non-Physical Work Environment ( $X_2$ ) on Job Satisfaction ( $Y$ )**

When work-life balance is supported by a positive non-physical work environment, employees experience stronger emotional stability, increased engagement, and improved overall satisfaction at work.

H<sub>3</sub>: Work-life balance and the non-physical work environment simultaneously have a positive and significant effect on job satisfaction.

## **RESEARCH METHODS**

### **Research Design**

This study employed a quantitative research design with a descriptive and associative approach. The quantitative design was selected to objectively measure the relationships between variables using numerical data. The descriptive approach was used to describe the conditions of work-life balance, the non-physical work environment, and job satisfaction, while the associative approach examined the influence of the independent variables on the dependent variable.

### **Research Limits**

This study is limited to examining two independent variables work-life balance and non-physical work environment and one dependent variable, job satisfaction. The research only focuses on employees of PT Brilliant Think Center and does not include external factors such as compensation, leadership style,

or organizational commitment. Additionally, the use of self-reported questionnaires may introduce response bias, limiting the generalizability of the findings.

### **Variable Identification**

The operational definitions of the variables in this study are formulated based on theoretical concepts and indicators used in previous research. The work-life balance variable is operationalized through three indicators: time management, balanced involvement, and role satisfaction. The non-physical work environment variable is operationalized through the indicators of work atmosphere, coworker relationships, and supervisor-subordinate relationships. Meanwhile, job satisfaction as the dependent variable is operationalized through satisfaction with the work itself, satisfaction with the supervisor, satisfaction with coworkers, satisfaction with promotion, and satisfaction with compensation.

### **Participants and Setting**

The participants in this study were employees of PT Brilliant Think Center, totaling 125 individuals as the population. A sample of 95 employees was selected using the Slovin formula with a 5% margin of error. The sampling technique used was simple random sampling, ensuring each employee had an equal chance of being selected. The research setting is a digital-based service company located in Indonesia.

### **Measurement**

#### *Data Collection*

Data were collected using structured questionnaires distributed to the sampled employees. The questionnaire served as the primary instrument for gathering data related to the perceptions and experiences of respondents. Additional secondary data were obtained through company documents and literature reviews to support the research framework.

#### *Data Analysis*

The collected data were analyzed using multiple linear regression to examine the influence of work-life balance and the non-physical work environment on job satisfaction. Before conducting regression analysis, validity and reliability tests were performed to ensure the accuracy and consistency of the instrument. Classical assumption tests including normality, multicollinearity, and heteroscedasticity tests were also conducted. Hypothesis testing was carried out using t-tests for partial effects and F-tests for simultaneous effects. The coefficient of determination ( $R^2$ ) was used to measure the proportion of variance in job satisfaction explained by the independent variables.

## RESULTS

After the stages of data collection and processing were carried out in accordance with the established methods, this section presents the research results obtained from the respondents, who are employees of PT Brilliant Think Center. The results are presented systematically to provide a clear overview of the influence of work-life balance and non-physical work environment on employee job satisfaction, which will serve as a basis for a more in-depth discussion in the following sections.

### Hypothesis Testing

#### *Partial Test (t-Test)*

The partial test, or t-test, is used to determine the effect of each independent variable on the dependent variable in multiple linear regression. According to Ghazali (2020), the t-test compares the significance value (Sig.) with  $\alpha = 0.05$ . If  $\text{Sig.} < 0.05$  or  $t\text{-count} > t\text{-table}$ , the independent variable has a significant effect. In this study, with 95 respondents and 2 independent variables, the degrees of freedom ( $df$ ) = 92 and the t-table value is 1.986. Thus, if  $t\text{-count} > 1.986$  or  $\text{Sig.} < 0.05$ ,  $H_0$  is rejected and  $H_1$  is accepted, indicating that the independent variable has a significant partial effect on the dependent variable.

**Table 1. Partial Test Results (t-test)**

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	53.306	5.276	-	10.103	0.000
Work Life Balance	0.521	0.258	0.466	2.657	0.009
Non-Physical Work Environment	0.404	0.240	0.274	3.742	0.006

Source: Processed by researcher (2025)

Based on the partial test results in the table above, it is known that both independent variables, Work-Life Balance ( $X_1$ ) and Non-Physical Work Environment ( $X_2$ ), have a significant partial effect on Employee Job Satisfaction ( $Y$ ), as their significance values are below 0.05 and t-count is greater than the t-table (1.986). Work-Life Balance has a t-count of 2.657 with Sig. 0.009, while Non-Physical Work Environment has a t-count of 3.742 with Sig. 0.006, indicating that both significantly affect employee job satisfaction at PT Brilliant Think Center.

#### **F-Test (Simultaneous Test)**

The simultaneous test, or F-test, is used to determine whether all independent variables in the regression model jointly have a significant effect on the dependent variable. According to Ghazali (2020), this test compares the Sig. value from ANOVA with a significance level of 0.05 or compares F-count with F-table. In this study, with 95 respondents and 2 independent variables,  $df_1 = 2$  and  $df_2 = 92$ ,

resulting in an F-table value of 3.09. This value serves as a reference to assess whether Work-Life Balance and Non-Physical Work Environment jointly affect Employee Job Satisfaction significantly.

**Table 2. F-Test Results (Simultaneous Test)**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	138.139	2	69.069	6.769	0.017
Residual	1686.009	92	18.326		
Total	1824.147	94			

Source: Processed by researcher (2025)

Based on the table above, the F-count value is 6.769 with a significance (Sig.) of 0.017. Compared with the F-table value of 3.09 at  $df_1 = 2$  and  $df_2 = 92$  with a 5% significance level, since F-count ( $6.769 > F\text{-table } (3.09)$ ) and Sig. ( $0.017 < 0.05$ ), it can be concluded that the regression model is significant simultaneously. This means that Work-Life Balance and Non-Physical Work Environment together have a significant effect on Employee Job Satisfaction at PT Brilliant Think Center.

### Multiple Linear Regression Analysis

Multiple linear regression analysis is used to examine the effect of more than one independent variable on a dependent variable simultaneously. According to Ghozali (2020), this technique is applied when the model involves two or more independent variables, with results presented through the regression equation, coefficient values, and significance tests. In this study, regression analysis was conducted to examine the influence of Work-Life Balance ( $X_1$ ) and Non-Physical Work Environment ( $X_2$ ) on Employee Job Satisfaction ( $Y$ ), showing the contribution of each independent variable to the dependent variable.

**Table 3. Multiple Linear Regression Analysis Results**

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	53.306	5.276	-	10.103	0.000
Work Life Balance	0.521	0.258	0.466	2.657	0.009
Non-Physical Work Environment	0.404	0.240	0.274	3.742	0.006

Source: Processed by researcher (2025)

Based on the results of the multiple linear regression analysis, the equation  $Y = 53.306 + 0.521X_1 + 0.404X_2$  was obtained. The constant value of 53.306 indicates that if Work-Life Balance and Non-Physical Work Environment are zero, Employee Job Satisfaction remains 53.306. The coefficient of 0.521 for Work-Life Balance indicates that each one-unit increase in this variable will increase Employee Job Satisfaction by 0.521 units, while the coefficient of 0.404 for Non-Physical Work Environment indicates that each one-unit increase will raise Employee Job Satisfaction by 0.404 units, assuming other



variables remain constant. Both independent variables have Sig. < 0.05, proving that they have a significant effect on Employee Job Satisfaction, and the regression model can be used to explain the influence of Work-Life Balance and Non-Physical Work Environment at PT Brilliant Think Center.

### Coefficient Test Results

Correlation and determination coefficient tests are used to determine the strength of the relationship between independent and dependent variables and the contribution of the independent variables in explaining variations in the dependent variable. The correlation coefficient describes the direction and strength of the relationship, while the determination coefficient ( $R^2$ ) shows the proportion of the dependent variable's variability that can be explained by the independent variables. According to Ghazali (2020), the closer the value is to 1, the better the regression model explains the relationship between variables. Therefore, this test is important to evaluate the accuracy of the regression model used in the study.

**Table 4. Coefficient Test Results**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	0.475	0.676	0.556	7.28091

Source: Processed by researcher (2025)

Based on the table above, the correlation coefficient (R) is 0.475, indicating a moderate and positive relationship between work-life balance and non-physical work environment on employee job satisfaction. This means that the better these two variables are, the higher the level of employee job satisfaction. The determination coefficient ( $R^2$ ) of 0.676 indicates that 67.6% of the variation in job satisfaction can be explained by the two independent variables together, while the remaining 32.4% is explained by other factors outside the model.

Furthermore, the regression coefficient analysis shows that the non-physical work environment has a higher beta coefficient than work-life balance. This indicates that the non-physical work environment is the more dominant variable in influencing employee job satisfaction. Therefore, efforts to improve interpersonal relationships, supervisor support, and a conducive work atmosphere have a stronger impact on increasing job satisfaction compared to improvements in work-life balance.

### DISCUSSION

The results of the study indicate that work-life balance has a positive and significant effect on employee job satisfaction at PT Brilliant Think Center. This finding confirms that the better the balance between employees' personal and work life, the higher their level of job satisfaction. This result aligns with Yanti and Meutia (2024), who stated that employees who can manage their work and personal roles



effectively tend to have higher levels of satisfaction and loyalty. The phenomenon at PT Brilliant Think Center also supports this finding, where flexible working hours, the ability to manage task loads, and the company's attention to employee well-being contribute significantly to increased comfort and satisfaction at work.

Furthermore, the non-physical work environment is proven to have a positive and significant effect on job satisfaction. Factors such as harmonious interpersonal relationships, effective communication, and support from supervisors and coworkers can enhance psychological comfort and a sense of belonging to the company. This is consistent with the research of Wahyuni and Syahputra (2022), which found that a good non-physical work environment can increase motivation and strengthen employee engagement with the organization. At PT Brilliant Think Center, a collaborative work culture and team spirit are key factors in creating a positive work climate, even though the company operates in the digital industry, which is often associated with a fast-paced work rhythm and high pressure.

Moreover, the study shows that work-life balance and the non-physical work environment jointly have a significant effect on employee job satisfaction. This finding emphasizes that a combination of good work-life balance and a supportive work environment is a primary determinant in achieving optimal job satisfaction. This is also in line with Yazid and Husniati (2023), who concluded that job satisfaction increases when employees' internal conditions and organizational external support complement each other.

Based on these results, managerial implications for PT Brilliant Think Center need to be stated more explicitly. The company should develop internal policies that are not only general but targeted, such as implementing flexible working hours, scheduled remote working, and systematic evaluation of workload to ensure tasks match each employee's capacity. Additionally, the company should design internal programs to strengthen workplace relationships, such as communication training, team-building activities, employee feedback forums, and performance-based rewards. These policies will not only increase job satisfaction but also reduce turnover, improve retention, and enhance overall performance. Consequently, the company can foster a healthier, more sustainable, and competitive work culture.

## **CONCLUSION**

This study concludes that work-life balance and the non-physical work environment have a positive and significant effect, both partially and simultaneously, on employee job satisfaction at PT Brilliant Think Center. These findings emphasize that a balanced work-life and a conducive work environment are important factors in enhancing employee job satisfaction.

The practical implications of this study are that the company needs to design more flexible work policies, strengthen internal communication, and build a supportive work culture through employee engagement programs, workload evaluation, and improvement of workplace relationships. Such policies are expected to maintain job satisfaction while increasing employee productivity and loyalty.

Suggestions for future research include developing a research model by adding other variables, such as compensation, work motivation, or leadership style, to provide a more comprehensive explanation of job satisfaction. Future studies could also employ mixed-method approaches to gain deeper insights or apply the research to different populations and industry sectors to produce more comprehensive and generalizable findings.

### **SUGGESTION**

Future research can expand on this study by including additional variables such as compensation, work motivation, or leadership style to provide a more comprehensive understanding of employee job satisfaction. Researchers may also consider using mixed-method approaches for deeper insights or conducting studies in different populations and industry sectors to enhance the generalizability of the findings

### **CREDIT AUTHORSHIP CONTRIBUTION STATEMENT**

Wahyu Akbar conceptualized the study, designed the methodology, collected and analyzed the data, and prepared the manuscript. All authors reviewed and approved the final version of the manuscript.

### **DECLARATION OF COMPETING INTEREST**

The author declares no competing financial or personal interests that could have influenced the work reported in this paper.

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### **DATA AVAILABILITY**

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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## ETHICAL APPROVAL

This study was conducted in accordance with ethical standards, and informed consent was obtained from all participants prior to data collection.

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