

**THE EFFECT OF *WORK-LIFE BALANCE* AND *WORK ENVIRONMENT*
ON *JOB SATISFACTION* WITH *WORK STRESS* AS A *MEDIATING*
VARIABLE AT THE CLASS I IMMIGRATION OFFICE OF TPI
PADANG**

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Abstract (Indonesia)

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Latar Belakang: Serangan virus Covid-19 telah berdampak besar pada kehidupan manusia di dunia dan telah mengubah banyak aspek penting kehidupan seperti kesehatan, ekonomi, politik dan juga keamanan. Ini juga menyebabkan perubahan dalam metode kerja dan juga interaksi manusia dalam organisasi. Sebagai salah satu instansi yang terdampak virus Covid-19 yaitu Kantor Imigrasi Kelas I TPI Padang. Sejak pandemi virus Covid-19, banyak perubahan yang terjadi dan berbagai upaya telah dilakukan di lingkungan Kantor Imigrasi Kelas I TPI Padang untuk memutus mata rantai penyebaran virus Covid-19, salah satunya dengan bekerja dari rumah bagi ASN.

Tujuan: Penelitian ini bertujuan untuk mengkaji dan membangun model konseptual pengaruh *work-life balance* dan lingkungan kerja yang dimediasi oleh tekanan kerja terhadap kepuasan kerja pada karyawan ASN.

Metode: Penelitian ini menggunakan teknik *non-probability sampling* dengan sampel yang digunakan sebanyak 72 PNS melalui penyebaran kuesioner.

Hasil: Penelitian ini menemukan bahwa tren kerja tidak memediasi pengaruh antara *work-life balance* dan lingkungan kerja terhadap kepuasan kerja pada karyawan Kantor Imigrasi Kelas I TPI Padang.

Kesimpulan: Kantor Imigrasi Kelas I TPI Padang telah memberikan jam kerja yang sesuai sehingga kehidupan pribadi dan kehidupan kerja karyawan dapat seimbang dan lingkungan kerja yang ada di Kantor Imigrasi TPI Padang Kelas I memberikan rasa aman dan nyaman kepada karyawan. Dengan rasa aman dan rasa nyaman dalam bekerja, kepuasan kerja karyawan akan meningkat.

Kata Kunci: *work life balance; lingkungan kerja; kepuasan kerja; stres kerja*

Abstract (English)

Background: *The Covid-19 virus attack has had a great impact on human life in the world and has changed many important aspects of life such as health, the economy, politics, and also security. It has also led to changes in working methods and also human interaction within the organization. As one of the agencies affected by the Covid-19 virus, namely the Class I Immigration Office of TPI Padang. Since the Covid-19 virus pandemic, many changes have occurred and various efforts have been made within the Class I Immigration Office of TPI Padang to break the chain of the spread of the Covid-19 virus, one of which is by working from home for ASN.*

Objective: *This study aims to examine and build a conceptual model of the effect of work-life balance and work environment mediated by work stress on job satisfaction in ASN employees.*

Methods: *This study used a non-probability sampling technique with the sample used being 72 civil servants through the distribution of questionnaires.*

Results: *This study found that work trends do not mediate the effect between work-life balance and work environment on job satisfaction in employees of the Class I Immigration Office of TPI Padang.*

Conclusion: *The Class I Immigration Office of TPI Padang has provided appropriate working hours so that the personal life and working life of employees can be balanced and the existing work environment of the TPI Padang Class I Immigration Office provides a sense of security and comfort to employees. With a sense of security and a sense of comfort at work, employee job satisfaction will increase.*

Keywords: *work-life balance; work environment; work satisfaction; work stress*

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INTRODUCTION

In this millennial era, all countries in the world are shocked by a global pandemic called Corona Virus Disease (Covid-19). This virus attack has had a great impact on human life in the world and has changed many important aspects of life such as health, the economy, politics, and also security. It should be noted that COVID-19 has become a major threat to all organizations in the world. It has caused changes in working methods and also human interaction within the organization.

For most companies in the era of the industrial revolution 4.0, dramatic change is an absolute and inevitable phenomenon. Companies inevitably have to have a strategy that can carry out transformation and innovation to face these challenges. This is so that the companies and businesses that have been built are not crushed by the times and hampered by their development (Asbari et al., 2020).

Job satisfaction is used in an organization or company to describe how satisfied a person is in carrying out his work. As suggested by (Azdanal et al., 2021) job satisfaction felt by employees is something that is very essential and must receive attention from the company because this is one of the benchmarks for employees' feelings when doing their work and feeling for the company. the company they work for.

To build job satisfaction, many organizations are now launching work-life balance programs to increase job satisfaction. The existence of work-life balance can increase job satisfaction because work-life balance allows employees to balance the demands of their work with their personal lives. In addition, the existence of a work-life balance can reduce the level of saturation for employees in a company (Siregar, 2020).

In addition to *the work-life balance* factor, another factor to measure employee satisfaction at work is the work environment of a company. A good work environment can give a comfortable impression for employees to carry out their work and can reduce employee boredom at work. In addition, the work environment must be able to create good mental health for employees so that employees can focus on work. With the realization of a work environment that is by the wishes of employees, employees will feel satisfied in doing their work (Astuti & Iverizkinawati, 2018).

The level of job satisfaction is also influenced by the level of work stress. In other words, the lower the work stress, the higher the level of job satisfaction, and vice versa. The higher the level of work stress, the lower the level of job satisfaction. The stress that employees feel in the workplace causes employee dissatisfaction with the work done (Satriansyah, 2019). According to (Akgunduz et al., 2021) work stress is a type of harmful stress that causes unwanted physical, psychological, behavioral, and social consequences in employees, including anxiety and depression. Issues that cause work stress include failure to meet job requirements, failure to meet role requirements, failure to achieve necessary progress in the profession, and communication barriers.

Class I Immigration Office of TPI Padang currently has implemented a Work from Home System. A new thing in the world of work that must be implemented to prevent and minimize the spread of the Covid-19 pandemic but still carry out its duties as a State Civil Apparatus.

The level of employee job satisfaction in a company is the key to the spirit that supports the realization of company goals. One of the factors that affect employee job satisfaction can be seen in the absence of employees. The results of the pre-survey obtained data that the percentage of employee absenteeism showed a decrease, and can be seen in the following Tabel 1:

Table 1 Percentage of Employee Absences from 2019-2021

Year	Number of Employees	Number of Working Days a Year	Permissions (%)	Pain (%)	Leave (%)	No Description (%)	Total (%)
2019	67	244	63%	33%	61%	5%	40%
2020	67	243	5%	11%	29%	3%	12%
2021	72	248	0%	0%	40%	6%	11%
Average		23%	15%	43%	4%		

Source: Data processed, Class I Immigration Office TPI Padang (20 22)

Judging from Table 1, the percentage of employee absences of the Class I Immigration Office of TPI Padang shows that the total percentage in employee attendance data has fluctuated very significantly and is very noticeable to have an impact on the total employee absences which decreased from 2019 to 20 20 with a very drastic decrease of 28%, while from 20 20 to 20 21 also continued to experience a decrease of 1%. Therefore, from this problem, the number of employees has decreased very significantly. Furthermore, the average employee absenteeism in 201 9-2021 where employees who performed permits were 23%, sick by 15%, leave reached 43%, and without information by 4%.

However, in 2021 employees who apply for permits are non-existent or zero, due to the ban on permits for ASNs if they are not in a state of urgency. The permit ban is intended to prevent the spread of Covid-19. Except, for some civil servants under certain circumstances or conditions. You can get permission because of maternity leave, sick leave, or leave for important reasons for civil servants, for example, if one of the core family members of the civil servant concerned is seriously ill or has died. This is what causes the increase in left from 2020 -2021 to reach 11%.

This very significant decline occurred due to the differences between the Covid-19 pandemic and now. As a result, many offices, both government and private, then implemented a Work from Home scheme. However, the existence of the Covid-19 pandemic makes working from home a must. Of course, there is a big difference. In the period 20 20-2021, the increase in employees working from home is very noticeable, especially when compared to the decrease in the use of modes of transportation of private cars, shared vehicles, walking, and public transportation. Job satisfaction is also influenced because work feels more relaxed and flexible without having to bother coming to the office and the absence of direct supervision from superiors. It seems that working from home is driving a noticeable decrease in employee absenteeism.

Faced with these conditions, employees should try to find solutions in managing the stress they experience so that personal and organizational interests can go hand in hand. Various rules and policies have been widely set as an appeal to be able to accept, adapt, and survive during a pandemic as well as efforts so that employees can still be productive at work.

Therefore, the purpose of this study is to see whether work-life balance, work environment, and work stress have a significant impact on increasing the job satisfaction of their employees so that it is closely related to the individual performance level of each employee.

RESEARCH METHODS

This research uses quantitative methods with a survey research design approach. A survey research design is a quantitative research procedure carried out to obtain an explanation of the attitudes, behaviors, and traits of the population obtained through the sample population (Creswell, 2012).

This research focuses on the Class 1 Immigration Office of TPI Padang which is engaged in immigration. Sampling in this study was carried out using a type of non-probability sampling. According to (Sekaran & Bougie, 2010) non-probability sampling is a sampling design in which elements in a population do not have an equal opportunity for each element or member of the population to be selected to be sampled. The chosen non-probability sampling method is saturated sampling (census), due to the relatively small number of populations. Saturated sampling is a sampling technique when all members of the population are used as samples (Sujarweni, 2014).

So the sample used is equal to the total population, namely all Civil Servants (PNS) who work at the Class 1 Immigration Office of TPI Padang, which is 72 people. Thus the use of the entire population without having to draw a research sample as an observation unit is referred to as a census technique.

The data analysis technique uses the Partial Least Square (PLS) approach, which is a component-based Structural Equation Modeling (SEM) equation, model. The use of PLS has several evaluations of structural models (inner models) and measurement models (outer models). Evaluation of the measurement model, testing convergent validity, discriminant validity, composite reliability, and Average Variance Extracted (AVE) is carried out. In the evaluation of structural models, the R-squared test (R^2) and the path coefficient estimation test are carried out. The bootstrapping procedure generates a t-statistical value for each relationship path used to test the hypothesis. Those t-statistical values will be compared with the t-table values. Research using a 95% confidence level so that the level of precision or inaccuracy limit (α) = 5% = 0.05, the value of the t-table value is 1.96. If the t-statistical value is found to be smaller than the table t value (statistical $t < 1.960$), then H_0 is accepted and H_a is rejected. If the value of statistical t is greater than or equal to t of the table (of statistics $> 1,960$), then H_0 is rejected and H_a is accepted (Ghozali & Latan, 2015). The research hypothesis can be stated to be accepted if the value of $P_{\text{values}} < 0.05$. The hypothesis of this study is as follows:

- H₁: Work-Life Balance has a positive and significant effect on Job Satisfaction.
- H₂: The Work Environment has a positive and significant effect on Job Satisfaction.
- H₃: Work-Life Balance negatively and significantly affects Work Stress.
- H₄: Work Environment negatively and significantly affects Work Stress.
- H₅: Work Stress has a negative and significant effect on Job Satisfaction.
- H₆: Work Stress mediates the relationship between Work-Life Balance and Job Satisfaction.
- H₇: Work Stress mediates the relationship between Work Environment and Job Satisfaction.

RESULTS AND DISCUSSION

A. Research Results

Characteristics of Respondents

The total number of questionnaires in this study was 72 respondents used in data analysis. Descriptive analysts showed that 45 respondents were male, namely 62%, and 27 were female, 37.50%. Based on age, the majority of respondents aged 31 – 40 years amounted to 34 respondents or 47.22% of the total respondents. Based on marriage

standards, the majority of respondents have married marriages, with 64 respondents or 88.9% of the total respondents. Based on the number of children, the average respondent is married and has more than 1 child, because the majority of respondents are senior employees. From the level of education, the majority of respondents with undergraduate education amounted to 31 respondents or 43.06% of the total respondents. Meanwhile, in terms of length of service, the majority of respondents have worked for 10-15 years, there are 26 respondents, or 36.11% of the total respondents. In terms of position, the majority of respondents were staff with 45 respondents or 52.50% of the total respondents. In terms of class and rank, the majority of respondents were employees with group III, namely 50 respondents or 69.44% of the total respondents. And based on the amount of monthly income, the majority of respondents have an income of Rp. 3,000,000 – Rp. 5,000,000, which is 66 respondents or 91.67% of the total respondents.

Convergent Validity and Discriminant Validity

Based on the validity of convergence, it can be seen from the correlation between each indicator score and its construct score. Individual reflective measures are said to be high if they correlate more than 0.70 with the construct to be measured (Ghozali, 2014).

Table 2. Calculation Results of Outer Loading Indicators for Varabel Work-Life Balance, Work Environment, Work Stress, and Job Satisfaction

	KK	LK	SK	WL
KK-1	0,919			
KK-10	0,718			
KK-11	0,688			
KK-12	0,835			
KK-13	0,711			
KK-14	0,851			
KK-2	0,810			
KK-3	0,840			
KK-4	0,754			
KK-5	0,797			
KK-6	0,785			
KK-7	0,794			
KK-8	0,650			
LK-1		0,828		
LK-10		0,655		
LK-11		0,703		
LK-12		0,694		
LK-13		0,795		
LK-14		0,723		
LK-2		0,801		
LK-3		0,767		
LK-4		0,846		
LK-5		0,752		
LK-6		0,848		
LK-7		0,813		
LK-8		0,769		
LK-9		0,709		
SK-1			0,664	
SK-10			0,757	
SK-11			0,853	
SK-12			0,780	
SK-13			0,788	
SK-14			0,823	
SK-2			0,882	
SK-3			0,833	
SK-4			0,769	
SK-5			0,665	
SK-6			0,699	
SK-7			0,835	
SK-8			0,692	
SK-9			0,701	
WL-1				0,892

WL-10	0,901
WL-11	0,790
WL-14	0,784
WL-2	0,889
WL-3	0,827
WL-4	0,886
WL-5	0,838
WL-6	0,783
WL-7	0,807
WL-8	0,678
WL-9	0,812

Source: SmartPLS 3.1 data processing results (2022)

Table 2 indicates that the outer loadings value of each item of each variable is more than 0.70 which means the instrument is valid. However, there are some invalid statements, namely the invalid work-life balance item variables, namely WL-12, and WL-13. In the working environment variables invalid items are LK-15, and LK-16. And on the variable job satisfaction, an invalid item is KK-9. This is because of the Convergent Validity value < 0.70 . So invalid queries will be removed from the model. Based on the processed outer loading above, it can be concluded that the construct from the study has a good convergent validity because most of the outer loading values are more than 0.70.

Each variable will be declared reliable if the AVE value is greater than 0.50. An AVE score of 0.5 or higher means the construct can describe more than 50% of the item variance (Sarstedt et al., 2017).

Table 3. Average Variance Extracted (AVE)

Average Variance Extracted (AVE)	
KK	0,615
LK	0,588
SK	0,593
WL	0,683

Source: SmartPLS 3.1 data processing results (2022)

Based on the results of Tabel 3, the Average Variance Extracted (AVE) value was obtained from all variables, namely work-life balance, work environment, work stress, and job satisfaction having an AVE value of > 0.5 which means that the construct or latent variable can explain the average of more than half the variance of the indicators, so it can be said that the model is valid.

In addition to convergent validity, this study also used discriminant validity in testing the validity of instruments. In this study, the results of the discriminant validity test were good because the cross-loading value of all indicators in the research variable was greater than the indicator loading value on other variables. These results show that all latent variables have good discriminant validity. In addition to the AVE score, the discriminant validity is also supported by the AVE root value (Fornell-Larcker criterion) as seen in Tabel 4.

Table 4. Fornell-Larcker Criterion Results

	KK	LK	SK	WL
KK	0,784	-	-	-
LK	0,883	0,767	-	-
SK	0,218	0,222	0,770	-
WL	0,900	0,930	0,228	0,826

Source: SmartPLS 3.1 data processing results (2022)

The reliability of the instruments in this study was determined from the reliability of the composite. The rule of thumb of composite reliability values must be greater than 0.7 even though a value of 0.6 is acceptable (Hair et al., 2010). Based on the results of

testing the reliability of each variable in the study, shows that the reliability of the composite value is greater than 0.70 so the indicators used in the research variables are said to be reliable.

Results of Structural Model Analysis

In this study, structural models were used to estimate the path coefficient that identifies the strength of the relationship between bound variables (job satisfaction) and free variables (work-life balance and work environment) using the bootstrapping function. Test the significance between constructs in structural models using the value of the path coefficient or the value of t for each path. The score of the inner path coefficient or model is indicated by a statistical T- value that must be above 1.96. Testing of the structural model of this study can be seen in Table 4 below.

Table 5. Path Coefficients (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
WL - KK	0,579	0,573	0,123	4,689	0,000
LK - KK	0,343	0,346	0,127	2,695	0,007
WL - SK	-0,156	-0,120	0,394	0,395	0,693
LK - SK	-0,078	-0,145	0,394	0,197	0,844
SK - KK	-0,010	-0,015	0,058	0,173	0,863

Source: SmartPLS 3.1 data processing results (2022)

Table 5 shows that the effect of each of the work-life balance and environmental variables on job satisfaction is positive and significant because the T-statistical value of the variable is greater than 1.96 at a =0.05. The variables of work-life balance and work environment have a negative relationship with work stress but do not have a significant effect on work stress. And the variable of work stress to job satisfaction has a negative relationship and has no significant effect. The results of structural model testing that shows the overall statistical value of the hypothesis tested through the basic bootstrap process can be seen in Figure 1 below.

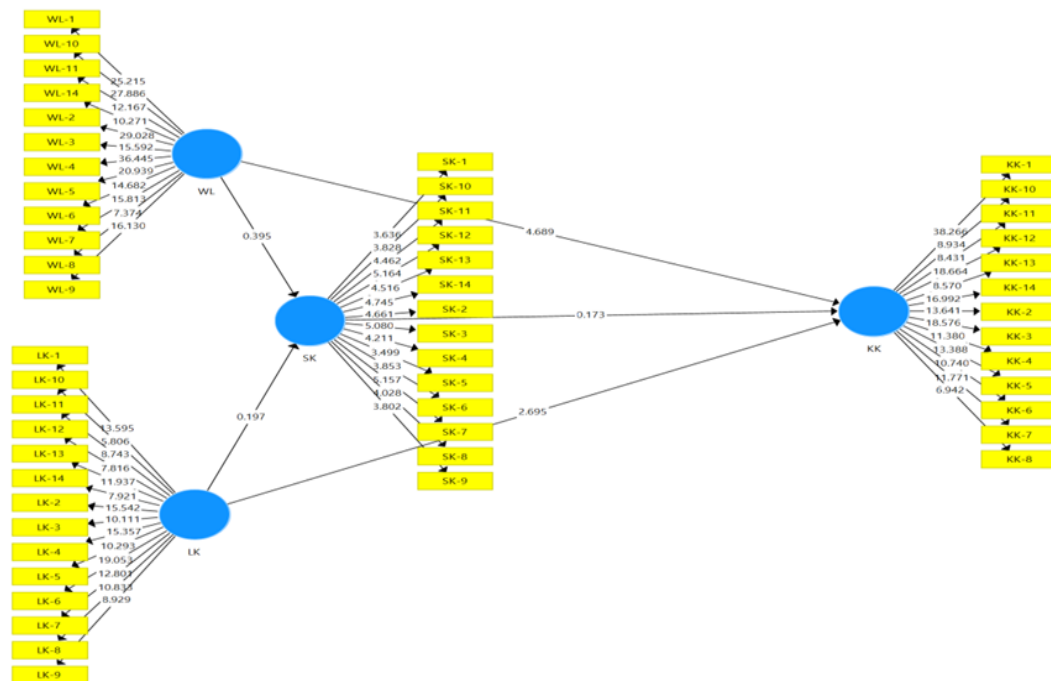


Figure 1. Structural Research Model

Test the Effects of Mediation

If the VAF value obtained is above 80%, then this indicates the role of the mediation variable as full mediation. If the value obtained is 20% to 80% then it is said to be partial mediation, but if the VAF value is less than 20% it can be concluded that there is almost no mediation effect.

The VAF calculation formula is:

$$VAF = \frac{\text{Indirect Influence}}{\text{Direct Influence} + \text{Indirect Influence}}$$

Because there are two free variables and two hypotheses that state the results of mediation, the calculation of the VAF value will be done twice to find out the value of each variable (variables work-life balance and work environment).

1. The calculation of the VAF work-life balance (X_1) can be described as follows:

$$VAF (X_1) = \frac{\text{Indirect Influence}}{\text{Direct Influence} + \text{Indirect Influence}}$$

$$= \frac{-0,156 \times -0,010}{0,579 + (-0,156 \times -0,010)}$$

$$= \frac{0,00156}{0,579 + 0,00156}$$

$$= 0,0027$$

$$= 0.27\%$$

2. The calculation of the VAF value of the working environment (X_2) can be described as follows:

$$VAF (X_1) = \frac{\text{Indirect Influence}}{\text{Direct Influence} + \text{Indirect Influence}}$$

$$= \frac{-0,078 \times -0,010}{0,345 + (-0,078 \times -0,010)}$$

$$= \frac{0,00078}{0,345 + 0,00078}$$

$$= 0,0023$$

$$= 0.23\%$$

Based on the calculation of the VAF value above, it can be concluded that work stress does not have a partial mediating effect between the work-life balance on job satisfaction with a mediation value of $0.27\% < 20\%$. Furthermore, there was no effect of mediation effect for the work environment on job satisfaction with a mediation value of $0.23\% < 20\%$.

B. Discussion

The Effect of Work-Life Balance on Job Satisfaction

Based on the results of the first hypothesis testing, it is known that work-life balance has a positive and significant effect on job satisfaction. Then H_1 supported. These results indicate that the higher the work-life balance of the Class I Immigration Office of TPI Padang, the more impact will have an impact on increasing the job satisfaction of Class I Immigration Office employees of TPI Padang directly. This is in line with the findings in the field that after the easing of the Covid-19 phenomenon, employees of the Class I Immigration Office of TPI Padang have been able to work normally and divide their time for personal and family life. This is inversely proportional to the post-Covid-19 period, the division of employees' working life with their personal lives is not balanced because employees work at home more often than they work in the office.

This is supported by research written by (Azdanal et al., 2021) in which in this study the author found that work-life balance in work will have a positive and significant effect on job satisfaction as long as the balance is maintained. Similar results were also found by (Tavassoli & Sunyer, 2020) and (Rony & Yulisyahyanti, 2022) that work-life balance has a significant positive effect on job satisfaction.

The Effect of Work Environment on Job Satisfaction

Based on the results of testing the second hypothesis, it is known that the work environment has a positive and significant effect on job satisfaction. Then H_2 *supported*. These results indicate that the better the work environment at the Class I Immigration Office of TPI Padang, the job satisfaction of TPI Padang Class I Immigration Office employees will also increase directly. And at the Class I Immigration Office, TPI Padang has created a decent work environment for its employees. The agency fully supports the factors that provide employee comfort at work, so that the employee avoids work stress and work productivity increases.

These results are in line with the results of the research found by (Sunarno et al., 2022) which shows that the work environment has a positive effect on job satisfaction. This shows that if the work environment increases, then job satisfaction also increases. In line with research by (Suprpti et al., 2020) that partially the work environment has a positive and significant effect on employee job satisfaction (Ong et al., 2021).

The Effect of Worklife Balance on Work Stress

In the results of the third hypothesis testing, it is known that work-life balance has a negative relationship but does not have a significant effect on work stress. Then H_3 is *not supported*. These results indicate that the working life of employees at the Class I Immigration Office of TPI Padang does not have a significant impact on the level of stress generated from the work. The results of the study found that work-life balance does not affect work stress. This means that the work-life balance at the Class I Immigration Office of TPI Padang has been well maintained. Employees have been able to work normally so the stress experienced due to the Covid-19 phenomenon which requires employees to work at home is reduced. Employees who have been able to divide their time between work and social livelihoods in their families and loved ones will reduce the level of stress they experience while working. The effect of work-life balance on work stress is because the work-life balance at the Class I Immigration Office of TPI Padang has been done well by employees.

The results of the study obtained are different from the results of a study by (Paramita & Supartha, 2022) which found that there is a negative relationship between work life and work stress. Poor work-life balance is one of the factors that comes from outside the individual that makes a person experience work stress. Attribution theory explains a person's actions, if a person has a poor work-life balance it will cause the individual to experience stress about his work. This also applies to working employees.

The Effect of Work Environment on Work Stress

Based on the results of the fourth hypothesis testing, it is known that the work environment has a negative relationship but does not have a significant effect on work stress. Then H_4 is *not supported*. These results indicate that the work environment is not a factor that affects the work stress of employees of the Class I Immigration Office of TPI Padang. However, the resulting relationship is negative, which means that the better the work environment, the lower the work stress of employees of the Class I Immigration Office of TPI Padang. There is no significant effect of the work environment on work stress because the work environment at the Class I Immigration Office of TPI Padang has been what employees expect. Employees consider that the work environment at the Class I Immigration Office of TPI Padang has provided comfort so that the level of stress felt while

working is reduced. This can also be seen from the descriptive results of high work environment variables which means that the work environment at the Class I Immigration Office of TPI Padang can support job satisfaction and reduce the level of work stress of employees.

The results of the study obtained are different from the results of a study by (Kapitan & Dewi, 2019) which found that the work environment has a negative and significant relationship to work stress. A good work environment will create a sense of comfort and security at work to reduce the level of work pressure experienced by employees which can cause stress at work.

The Effect of Work Stress on Job Satisfaction

In the results of the fifth hypothesis testing, it is known that work stress has a negative effect but does not have a significant effect on job satisfaction. Then H_5 is *not supported*. These results indicate that the level of stress experienced by employees has not been able to significantly reduce job satisfaction obtained by employees of the Class I Immigration Office of TPI Padang. However, the direction of the relationship is negative, which means that the higher the level of stress experienced by employees, will reduce the level of satisfaction felt by employees later.

These results are the results of research from (Ariansy & Kurnia, 2022) that has a negative and insignificant effect on job satisfaction, so it can be concluded that the high work stress felt by employees does not affect job satisfaction. This can happen because, with stress, employees are increasingly motivated to provide all abilities and resources, so that they can meet work requirements and needs.

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

In the results of the sixth hypothesis testing, it is known that work stress does not mediate work-life balance to job satisfaction. Then H_6 is *not supported*. These results indicate that the balance between work life and personal life of TPI Padang Class I Immigration Office employees makes them forget the pressures that exist at work so that the level of work stress experienced by employees of the Class I Immigration Office of TPI Padang is not proportional to the job satisfaction obtained.

The results of this study are supported by (Satriansyah, 2019) work-life balance does not affect job satisfaction through work stress at the Bank Indonesia Representative Office in Central Java. From this, it can be concluded that the work-life balance at the Bank Indonesia Representative Office in Central Java is sufficient. However, this has less effect on work stress or has little effect due to partial mediation, but the work stress condition will greatly affect job satisfaction. This means work stress does not mediate the effect of work-life balance on job satisfaction. However, it is different from the results of a study found by (AL-Anbari et al., 2019) which found that work stress mediates work-life balance to job satisfaction.

The Effect of the Work Environment on Job Satisfaction through Work Stress

In the results of testing the seventh hypothesis, it is known that work stress does not mediate the work environment to job satisfaction. Then H_7 is *not supported*. These results indicate that the level of stress experienced by employees of the Class I Immigration Office of TPI Padang is not based on a bad work environment. The results of this study are supported by research found by (Mauliah & Indayani, 2021) explaining that there is no indirect influence of the work environment on employee job satisfaction through work stress as an intervening variable. Based on these results, it can be said that this path coefficient proves that a volatile work environment does not have a significant effect on job satisfaction through work stress at PT Ekosjaya Abadi Lestari. Therefore, hypotheses can be rejected and not proven to be true.

CONCLUSION

The results of this study are expected to be useful for work-life balance and work environment at the Class I Immigration Office of TPI Padang which will support the development of job satisfaction at the Class I Immigration Office of TPI Padang. Based on the study, the researchers concluded that:

1. There is a positive and significant influence between the work-life balance on job satisfaction in employees of the Class I Immigration Office of TPI Padang. From the results of the analysis, it can be stated that the work-life balance at the Class I Immigration Office of TPI Padang has been running well to increase employee job satisfaction.
2. There is a positive and significant influence between the work environment on job satisfaction in employees of the Class I Immigration Office of TPI Padang. From the results of the analysis, it can be concluded that the work environment at the Class I Immigration Office of TPI Padang is by employee expectations, employees can work with a sense of security and comfort so that job satisfaction from employees increases.
3. There is a negative and insignificant influence between the work-life balance on work stress in employees of the Class I Immigration Office TPI Padang. Work-life balance can reduce work stress, but does not significantly affect work stress. This means that the work-life balance at the Class I Immigration Office of TPI Padang has been running well so that it can reduce the level of stress experienced by employees.
4. There is a negative and insignificant influence between the work environment on work stress in employees of the Class I Immigration Office of TPI Padang. The work environment can reduce the work stress of employees of the Class I Immigration Office of TPI Padang, but does not affect work stress significantly. This means that the better the work environment of the Class I Immigration Office of TPI Padang, the less work stress felt by employees will decrease.
5. There is a negative and insignificant influence between job satisfaction on job satisfaction in employees of the Class I Immigration Office of TPI Padang. Work stress can reduce employee job satisfaction. The increasing stress of employees indicates that they are not satisfied at work.
6. Work stress does not mediate the effect of work-life balance on job satisfaction in employees of the Class I Immigration Office of TPI Padang. A good work-life balance can increase employee job satisfaction so that work stress experienced by employees decreases. The low level of stress experienced by employees does not affect job satisfaction so work stress is not able to mediate the relationship between work-life balance and job satisfaction.
7. Work stress does not mediate the influence of the work environment on job satisfaction in employees of the Class I Immigration Office of TPI Padang. A good work environment can increase employee job satisfaction so that the work stress experienced by employees decreases. The low level of stress experienced by employees does not affect job satisfaction so work stress is not able to mediate the relationship between work-life balance and job satisfaction.

Based on the above, this study can put forward some suggestions that companies hope can pay more attention to the stress level of employees based on time pressure and work anxiety of employees. This will have an impact on increasing job satisfaction of employees because their level of welfare increases. Organizations also need to improve work-life balance in the company environment to create harmony in work so that employees will feel job satisfaction. However, the above is certainly inseparable from the company's condition in creating a comfortable work environment for all employees.

In an organization, a boss must be able to provide encouragement and encouragement to his employees. So that employees will feel motivated, feel valued, and can become more professional which will certainly have a good impact on the organization. Furthermore, the role of the employee himself is to achieve the success of an organization as an employee must show good performance improvement, have a cooperative attitude both with superiors and with colleagues, and have high discipline and a sense of responsibility.

Thus, this study suggests future research in order to add other variables in the development of the research. It is hoped that the results of this study can be used to provide optimal benefits for the next research object, this research can also be used as a comparison material in the next study and should take research data on a wider research object.

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