

WORK-LIFE BALANCE (WLB) AND JOB SATISFACTION OF EMPLOYEES AT PT. X YOGYAKARTA

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ABSTRACT

The main objective of this study was to investigate the relationship between work-life balance and job satisfaction among employees at PT. X Yogyakarta, with a participant pool of 48 individuals. The research adopted a correlational quantitative approach, employing a saturated sampling technique where the entire population of eligible employees participated. To assess work-life balance, the researchers utilized the Work-Life Balance Scale (WLBS), exhibiting high internal consistency with a Cronbach alpha of 0.942. Job satisfaction was measured using the Job Satisfaction Scale, which also demonstrated excellent reliability with a Cronbach alpha of 0.972. Data collection involved the distribution of questionnaires, and the subsequent data analysis was conducted using IBM SPSS Statistics version 25, employing the Pearson Product Moment correlation test. The analysis yielded a correlation coefficient of $r = 0.833$, with a significance value of 0.000 ($p < 0.05$). This statistically significant positive correlation indicates a strong association between work-life balance and job satisfaction. In essence, the findings of this study highlight that an improved work-life balance positively influences job satisfaction among PT. X Yogyakarta employees. A higher level of work-life balance corresponds to higher job satisfaction, and vice versa. These results have important implications for the company, emphasizing the need to foster a conducive work-life balance for employees to enhance overall job satisfaction. However, further research could delve into the underlying factors that contribute to work-life balance and job satisfaction, providing a more comprehensive understanding of the intricacies of this relationship.

Keywords: *work-life balance, job satisfaction, work*

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INTRODUCTION

In the era of globalization, technological advances, and increasingly fierce global competition between companies in Indonesia inseparable from the role of human resources, especially after entering a period of adaptation from a pandemic to an endemic. During this transition period, not a few companies are continuously making efforts to increase competitiveness and excellence from other competing companies, so human resources as an important company asset need to be managed properly and optimally. Under these adaptation conditions, changes in the lifestyle of employees who were previously used to working at home and have to return to work in the office with predetermined working hours will affect the level of resilience at work, the effectiveness of working time, and performance at work. The writer is interested in researching PT. X Yogyakarta is in the adaptation period because the company is engaged in a multinational service sector that has a large number of employees who exhibit various behaviors related to job satisfaction.

The importance of researching job satisfaction at PT. X Yogyakarta is supported by the findings of Bayu Putra Mahardika & Wibawa (2018) which say that employees who are satisfied with their duties can complete the workload in earnest and do it as fully as possible and are responsible for the work given. Meanwhile, (Zhang et al., 2019) revealed that the benefits of job satisfaction for employees are, having high dedication and loyalty to the job and

the company where he works. The results of previous research conducted by Hamid & Hazriyanto (2019) also show that there is an effect of job satisfaction on employee performance. On another occasion, Banjarnahor et al. (2018) explained that job satisfaction was found to be a positive mediator between participatory leadership style and organizational commitment. Research by Bataineh (2019) states that for organizations job satisfaction is a top priority, especially in establishing a policy by looking at it from a human point of view. According to Upadhyay & Awasthi (2020) besides being able to influence individual performance at work, job satisfaction can also increase employee productivity and creativity, and reduce turnover rates, which can encourage marketing within the organization.

The positive impact of job satisfaction is marked by an increase in employee commitment to the organization, to minimize the rate of resignation or company turnover. This is in line with Aburumman et al. (2020) which shows that the higher the job satisfaction, the higher the organizational commitment. Job satisfaction also has a positive and significant impact on the performance of employees of PT Indonesia Applicad (Fajri et al., 2022). In addition, it can encourage employees not to behave negatively such as corruption, vandalism, and theft, and is also able to encourage compliance, discipline, helpfulness, and innovation (Davidescu et al., 2020). However, there is dissatisfaction at work due to several factors such as educational background that does not match the job, unsupportive character of colleagues or superiors, and an imbalance resulting in dissatisfaction at work. The negative impact of job dissatisfaction according to the results of research conducted by Chau (2019) can lead to work conflict, turnover, changing jobs, low productivity, feelings of boredom, absenteeism, emotional instability, and impaired health.

Job satisfaction can be influenced by several factors, both internal and external factors. Several factors can affect job satisfaction. According to Burt in Darmawan et al. (2021), factors that can lead to job satisfaction are factors of employee relations both between superiors and subordinates, individual factors related to individual attitudes towards their work, age at work, and external (external) factors related to education, and family circumstances of employees. According to (Khoury, 2021), one of the factors that can influence job satisfaction is work-life balance. A good balance between work and family life (work-life balance) has a positive effect, while an imbalance between work and family life has a negative effect which causes serious problems for both the organization and individuals Alqahtani et al. (2015) so employees find it difficult to feel satisfaction at work. Based on the several factors mentioned above, it can be seen that the balance of personal life and work or work-life balance has an important role in job satisfaction.

Research on the relationship between work-life balance and job satisfaction at PT X Yogyakarta is supported by several previous research results. Meanwhile, several studies have shown that there is a relationship between work-life balance and job satisfaction. This statement is supported by the results of research conducted by Hazami & Riyanto (2022)) which states that there is a positive relationship between work-life balance and job satisfaction among Bank BJB KC S Parman employees. This is in line with the results of research conducted by Khoury (2021). Where individuals with high work-life balance will be better at dealing with various conflicts in the workplace, so they can achieve job satisfaction. Furthermore, the research conducted by (Bayu Putra Mahardika & Wibawa, 2018) also shows that there is a positive relationship between work-life balance and job satisfaction among

millennial employees in Jepara Regency. Likewise, research conducted by Rahmawati & Gunawan (2020), Shabrina & Ratnaningsih (2019), Lolita & Mulyana (2022), and Anggraeni & Mulyana (2020) revealed that there is a positive and significant relationship between work-life balance and job satisfaction. Unlike some of the studies above, there is also research that states that work-life balance has no relationship with job satisfaction. Pranindhita & Wibowo (2020) revealed that there is no relationship between work-life balance and job satisfaction for teachers at SMK Pati Regency. This then attracted the attention of the authors to examine these two variables, because there are still pros and cons which might be due to differences in company working hours, company targets, differences in research instruments, or other variable factors that affect the relationship between the two variables.

The differences between this research and previous research can be seen from the research conducted by Shabrina & Ratnaningsih (2019) to test whether there is a relationship between work-life balance and job satisfaction among employees at PT. Farmers (Persero). In contrast to the authors who used the theory put forward by Fisher et al. (2009), Shabrina & Ratnaningsih (2019) in their research used the theory put forward by Greenhaus et al. (2003) to measure work-life balance. In addition, other things differentiate this research from previous research, namely the research subject. As in Rahmawati & Gunawan (2020), the research subjects were married female teachers. Meanwhile, in this study, the subjects of the research were all employees, both married and unmarried. The reason the author wants to research employees of PT. X Yogyakarta also because previously this company had never researched work-life balance and job satisfaction, and there were several phenomena related to work-life balance and job satisfaction at PT. X Yogyakarta. The author also argues that there is a relationship between work-life balance and job satisfaction, where the higher the balance between work and personal life, the higher the perceived level of job satisfaction.

METHOD

The type of research used is quantitative research with a correlational design. In this research, the variable that we want to know is the relationship between work-life balance and job satisfaction among employees at PT. X Yogyakarta. The population in this study is employees at PT. X Yogyakarta, totaling 48, and all members of the population as samples in this study. The sampling technique used in this study is to spread the scale through the Google form based on the saturated sampling technique. Where all members of the population are used as samples, due to the relatively small population size.

This study used a scale modified from the Likert scale, with only four answer choices used, namely very appropriate (SS), appropriate (S), not appropriate (TS), and very inappropriate (STS). The work-life balance scale in this study uses the scale from Fisher et al. (2009), namely the Work-Life Balance Scale (WLBS) which has been translated and then has received revised items from the previous scale to more effectively measure variables in several types of work and organizations Fisher et al. (2009) adapted to 4 aspects, work interference with personal life (WIPL), personal life interference with work (PLIW), and work enhancement of personal life (WEPL), and personal life enhancement of work (PLEW). The work-life balance scale consists of 17 items. With a Cronbach Alpha value of 0.942. The job satisfaction scale used is a modification of the job satisfaction scale compiled by Upadhyay & Awasthi (2020) which consists of 31 items and is compiled based on aspects of Luthans (2006) which includes the

work itself, salary, promotion opportunities, superiors, and co-workers. With a Cronbach Alpha reliability index value of 0.972.

Table 1. Work-Life Balance Scale Blueprint

Aspect	Item Favorable	Item Unfavorable	Total
Work Interference with Personal Life (WIPL)	-	1, 2, 3, 4, 5	5
Personal Life Interference with Work (PLIW)	-	6, 7, 8, 9, 10, 11	6
Work Enhancement of Personal Life (WEPL)	12, 13, 14	-	3
Personal Life Enhancement of Work (PLEW)	15, 16, 17	-	3
Total	6	11	17

Table 2. Job Satisfaction Scale Blueprint

Aspect	Item Favorable	Item Unfavorable	Total
The work itself	1, 2, 4, 5	3	5
Pay	7, 8, 10	6, 9	5
Promotion	11, 13, 14	12, 15	5
Supervision	16, 17, 18, 20	19	5
Coworkers	21, 22, 23, 24, 25	-	5
Working condition	27, 30, 31	26, 28, 29	6
Total	22	9	31

Table 3. Reliability Test Results

Variable	Cronbach Alpha	Cronbach Alpha Criteria	Information
Work-Life Balance	0,942	>0.60	Reliable
Job Satisfaction	0,972	>0.60	Reliable

The hypothesis test used in this study was the Pearson product-moment correlation statistical technique using the help of the IBM SPSS Statistics 25.0 for Windows program.

RESULTS AND DISCUSSION

The results showed $r = 0.833$; $p < 0.05$. In other words, work-life balance has a role in increasing job satisfaction. That is, the higher the level of work-life balance obtained, the higher the level of job satisfaction possessed by employees at PT. X Yogyakarta and vice versa

Table 4. Pearson Correlations

		WLB	Job Satisfaction
WLB	Pearson Correlation	1	.833**
	Sig. (1-tailed)		.000
	N	48	48
Job Satisfaction	Pearson Correlation	.833**	1
	Sig. (1-tailed)	.000	
	N	48	48

The results of this study may be caused by, first, most employees think that they already have a work-life balance, so they can manage personal time, family, and work. This can achieve job satisfaction. This is supported by research conducted by Febrianti & Ririn Handayani (2022) which says that there is a relationship between work-life balance and job satisfaction, where the more effective the work-life balance, the more likely it is to increase employee job satisfaction. Second, some employees feel that work-life balance has become an important part of themselves, in which every effort to balance work-life and personal life can be done well. For example, the ability to deal with various conflicts that exist in the workplace, both personal and caused by co-workers or the workplace environment, without interfering with personal life or work responsibilities. This is in line with the results of research conducted by Khoury (2021). Where individuals with high work-life balance will be better at dealing with various conflicts in the workplace, so they can achieve job satisfaction.

This is proven based on work-life balance interval data which shows that there are a total of 64.58% of employees who have high and moderate levels of work-life balance. Because of employees at PT. X Yogyakarta has implemented a work-life balance, so that work and personal life go well without giving up their responsibilities or roles, so they can feel job satisfaction. This is in line with research conducted by Zhang et al. (2019) which explains that companies that implement a work-life balance will make their employees feel satisfied with their jobs. Furthermore, the interval data for the job satisfaction variable also shows that the majority of employees have job satisfaction levels in the medium and high categories, amounting to 66.67%. The results of this study are likely because most employees think they have good experience in managing so that they do not encounter obstacles in completing their work-life balance, and this enables them to achieve job satisfaction. This is supported by research conducted by Pranindhita & Wibowo, (2020) regarding work-life balance and job satisfaction in the millennial generation, the results show that work-life balance and job satisfaction are positively and significantly related. Thus, employees who have a high level of work-life balance will also have a high level of job satisfaction. These findings are in line with several previous studies which state that there is a significant positive relationship between work-life balance and job satisfaction (Wenno, 2018), (Shabrina & Ratnaningsih, 2019) and (Lolita & Mulyana, 2022). Thus, employees need to have the ability to balance personal life and work (work-life balance), so that they can feel job satisfaction. This is because employees who are satisfied with their jobs tend to attend the office more often, are loyal, and have high performance (Aliya & Saragih, 2020)

CONCLUSION

Based on the results of the analysis of the study it can be concluded that there is a positive and significant relationship between work-life balance and job satisfaction among employees at PT. X Yogyakarta. The higher the work-life balance, the higher the job satisfaction, and vice versa.

In this study, the authors provide several suggestions, among others, for the company it is expected to provide opportunities for employees to be able to carry out work-life balance, through balanced work and personal life arrangements. To increase their job satisfaction through consultation with employees. Employees are expected to be able to take something positive to be able to have a work-life balance so that they can manage their life both at work and outside of work, to increase job satisfaction through sharing, or consulting with company management. Future researchers are expected to carry out further research on the factors that influence job satisfaction, by examining factors other than work-life balance through broader research so that it can be taken into consideration in reducing or overcoming the occurrence of job dissatisfaction among employees.

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