



THE EFFECT OF WORK LIFE BALANCE ON WORK SATISFACTION AND EMPLOYEE PERFORMANCE IN JIMBARAN BAY BEACH RESORT AND SPA, JIMBARAN, BALI

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Abstract

Human resource plays an important role in achieving company goals, therefore good management of human resources is needed to achieve positive impact on the company. As stated about border theory, individuals regulate between the domain of work and family to achieve a balance that will later determine whether or not individuals can balance work and family. Where work life balance is the satisfaction felt by individuals in meeting the demands of work and family by minimizing conflicts that might arise due to fulfillment of the two demands of the role. The purpose of this study was to determine the relationship between work life balance, job satisfaction and performance of Jimbaran Bay Beach Resort and Spa employees. In this study using 67 employees as respondents of the study with Partial Least Square (PLS) analysis. The results in this study show that work life balance has a significant positive effect on job satisfaction. Work life balance has a significant positive effect on employee performance. Job Satisfaction has a significant positive influence on employee performance and job satisfaction is able to mediate partially work life balance relationship to employee performance.

Keywords: Employee performance, work life balance, job satisfaction, Indonesia



INTRODUCTION

Most human needs will be discussed in the future. The tourism sector is able to advance the economy of people throughout the world, positioned as an important tool in the framework of supporting the culture and natural beauty of the area concerned.

If viewed from the economic side, the tourism industry is a long economic chain (multiplier effect), ranging from travel agencies, transportation services, hotels, restaurants, scouting activities, folk crafts, maintenance of tourism objects and so forth. In 2009, tourism ranked third in terms of foreign exchange earnings after oil and gas commodities. Bali is not only famous domestically but also abroad as the most popular tourist destination in Indonesia. As a popular tourist destination, increasing tourism in Bali has made tourism accommodation development increasingly unstoppable. One example of tourism accommodation facilities that has dramatically increased dramatically in Bali is hotels. The hotel is a complex organization with several parts or departments that are a team unit that has the duties and responsibilities of each (Kustini 2017).

Noted in 2013 star hotels in Bali only 223 hotels, then in 2017 the number has reached 231 star hotels. Whereas overall, both star and non-star hotels reached 4,290 hotels, facing the fierce business competition required high employee performance in order to continue to compete in business, where employee performance is the result or overall success rate of an employee within a certain period of time in carrying out tasks compared to various other things Angriawan KH, (2015). While according to Mangkunegara (2000) performance is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. When employees feel stressed and their life balance is disturbed, it will make their performance disturbed. This is supported by Maurits & Widodo (2008) which states that one of the main factors causing a person to commit unsafe behavior that results in work accidents is stress and fatigue. In addition, if employee satisfaction is not met, it will cause employee job dissatisfaction which can have a negative impact on the hotel. These negative impacts include employees often arriving late, often absences of employees, employees always complain, disobey, and work procedures are not carried out correctly.

Managing a balance between two areas of life (work and family) has become a major concern in society. Felstead et al. (2002) describe Work-life Balance (WLB) as the relationship between roles in work and roles in non-work life. In the past 20 years, there has been increasing attention in organizations, employees and employee representatives, the government and the law towards the balance between family life and work. This attention is driven by concerns that an imbalance between work and family life can result in reduced quality of work, family and even personal life. The terms 'balance between life and work' and 'balanced life' are generally

used to describe various aspects of job satisfaction and life satisfaction (Parasuraman and Greenhaus, 2002; Budd and Mumford, 2006). Awareness of the importance of a company in paying attention to the work life balance of its employees has not been realized by the companies that existed at that time, but over time the awareness began to increase. Before World War II, the Kellogg Company tried to make changes by changing the existing work system, from 3 shifts each with 8 working hours to 4 shifts with 6 working hours each. This had a significant impact on positive improvements in employee morale and the level of efficiency that existed in Lockwood, (2003), so that in the 1980s, several companies that had developed and advanced began offering work programs that pay attention to the work life balance of their employees. According to Clark (2000), work life balance is the satisfaction felt by individuals in meeting the demands of work and family by minimizing conflicts that might arise due to the fulfillment of both demands of the role. Work life balance is also seen as a form of fulfilling work and family roles with people involved in fulfilling the demands of their role (Grzywaz & Carlson 2007).

Correspondingly, Gregory & Milner (2009) states that work life balance includes employee time management, conflicts between roles and attention to family. When family roles are well implemented, the workplace will be a pleasant place and employees tend to avoid the conflict (McDonald et al 2005).

Based on the description above, it can be concluded that work life balance is a condition where the individual feels balanced, bound and satisfied with work life and family life, which is marked by an increase in performance. Referring to this, borderline theory is used in this paper as a basis for discussing work and family balance, taking into account the interaction between work environment and family, which seeks to regulate the right balance between work environment and family. Satisfied employees tend to work with higher quality and productive. According to Munhurrun & Lukea-Bhiwajee (2010) quality service will be achieved if the company is able to create job satisfaction for employees and high job satisfaction has an impact on employee performance.

Based on pre-survey data, found several important points expressed by employees, including those related to heavy workloads making employees limited or uncomfortable in working to provide services. In relation to workload, expressed dissatisfaction with the distribution of employee work schedules. The work schedule provided is felt to be unfair and inconsistent in its implementation. Therefore the level of job satisfaction of Jimbaran Bay Beach Resort and Spa employees needs to be considered and identifies the factors that influence it. In addition, on the second point with the majority of answers disagree, this shows that employees do not feel comfortable with work and personal relationships.

Researchers also found that related to the distribution of work rations and the distribution of vacation rations carried out by the supervisor with the approval of the manager. In the distribution of work rations and vacation rations adjusted by employee demand refers to the level of occupancy at the hotel. In short observations conducted by researchers, it is often found that the final schedule has been changed again by the manager, causing employee disappointment, both supervisors or staff due to changing holiday schedules and work schedules that change and will later have an impact on employee performance.

This results in a decrease in their performance which can be seen from the results of work that are not in accordance with the standard operating procedures set by management, this causes the service to guests is not optimal, so there are many complaints about hotel services, as shown in the table about guest complaints the hotel during the stay which despite a decline from 2017, still achieves a high number of complaints. A good service company is obliged to handle these complaints properly so that consumers feel there is an improvement from consumer dissatisfaction with the services provided so that by handling these complaints can arise satisfaction and loyalty from consumers (Nugraha, 2012).

HYPOTHESES

H_1 : *Work Life Balance has a significant positive effect on employee performance.*

H_2 : *Work Life Balance has a significant positive effect on job satisfaction.*

H_3 : *Job satisfaction has a significant positive effect on employee performance.*

H_4 : *Job satisfaction acts as a mediator between work life balance on employee performance*

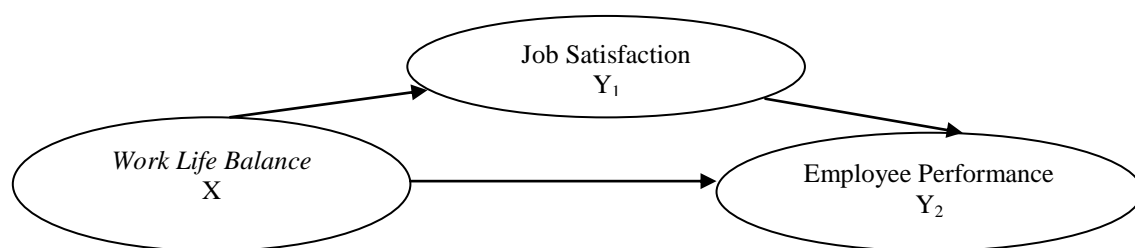


Figure 1. Conceptual Framework

RESEARCH METHODS

This study was conducted to analyze the effect of work life balance on job satisfaction and employee performance at Jimbaran Bay Beach Resort and Spa, where this hotel is a 4 star hotel located in Jimbaran, Badung, Bali. The objects in this study are Work Life Balance, Job Satisfaction, and Jimbaran Bay Beach Resort and Spa employee performance. The population in this study were all Jimbaran Bay Beach Resort and Spa employees. The sample used is the

entire population used as a sample so that the number of samples in this study as many as 67 people consisting of housekeeping, front office, food and beverage service, and human resources. Data collection techniques used were questionnaires and interviews. Data was subject to validity test, reliability test, and inferential analysis.

RESULTS AND DISCUSSION

Table 1. Average Variant Extracted (AVE)

Variable	AVE
Work Life Balance	0.631
Job Satisfaction	0.599
Employee Performance	0.632

Based on the data presentation in table 1 above, it is known that the AVE value of work life balance, job satisfaction and employee performance > 0.5. Thus it can be stated that each variable has a good discriminant validity.

Table 2. Composite Reliability

No.	Variable	Composite Reliability	Cronbachs Alpha	Information
1	Employee performance (Y2)	0,881	0,831	Reliable
2	Job Satisfaction(Y1)	0,895	0,855	Reliable
3	Work life balance (X1)	0,873	0,811	Reliable

Based on the data presentation in table 2 above, it can be seen that the composite reliability value of all research variables > 0.6. These results indicate that each variable has met the composite reliability so it can be concluded that the entire variable has a high level of reliability.

Table 3. R – Square values

Variable	R square values
Job satisfaction	0.364
Employee performance	0,472

Based on the data presentation in table 3 above, it can be seen that the R-Square value for the satisfaction variable is 0.364. The acquisition value explains that the percentage of employee

satisfaction can be explained by the work life balance of 36.4%. Then for the R-Square value obtained by the employee performance variable of 0.472. This value explains that employee performance can be explained by work life balance and satisfaction of 47.2%.

Goodness of fit assessment is known from the Q-Square value. Q-Square value has the same meaning as coefficient determination (R-Square) in the regression analysis, where the higher the Q-Square, the model can be said to be better or more fit with the data. The results of the calculation of the Q-Square value are as follows:

$$\begin{aligned}
 \text{Q-Square} &= 1 - [(1-R^2_1) \times (1-R^2_2)] \\
 &= 1 - [(1-0,364) \times (1-0,472)] \\
 &= 1 - (0,636 \times 0,528) \\
 &= 1 - 0,336 = 0,664
 \end{aligned}$$

Based on the calculation above, a Q-Square value of 0.664 is obtained. This shows the amount of diversity of research data that can be explained by the research model is 66.4%. While the remaining 33.6% is explained by other factors that are outside this research model. Thus, the closer to the value of 1, the model is considered the more goodness of fit while the closer to 0, the model is considered the less goodness of fit (Ghozali, 2016: 329) from these results, this research model can be stated to have good goodness of fit.

Table 4. Path Coefficients values

Construct	Path Coef.	t statistics	Information
Job Satisfaction → Employee Performance	0,328	2,736	Significant
Work life Balance → Job Satisfaction	0,603	7,897	Significant
Work life Balance → Employee Performance	0,438	4,372	Significant

Based on the data presentation in table 4 above, hypothesis testing is performed using t-statistics. If the t-statistics value \geq t-table value (1.96), then H_0 is rejected and the research hypothesis is accepted.

Effect of Work Life Balance on Job Satisfaction

Based on the data presented in Table 4, it is known that the path coefficient of work life balance influence on job satisfaction has a value of 0.603 and a t-statistics value of 7.897. The path coefficient shows that work life balance has a positive influence on job satisfaction. This shows that the higher level of work life balance provided by the organization to employees will make employees feel they have high job satisfaction. Based on the results of testing the first hypothesis it can be concluded that the work life balance variable has a positive effect on job

satisfaction. This is in accordance with Azeem & Akhtar (2014) who conducted the same research about work life balance, job satisfaction and organizational commitment on health service employees. The results of his research indicate that there is a positive and significant relationship between work life balance, job satisfaction and organizational commitment.

This is also supported by research conducted by Adikaram (2016) that there is significance and positive correlation between work life balance and job satisfaction, in his research Adikaram (2016) found a way to improve employee job satisfaction in the banking sector in Sri Lanka by increasing work their life balance.

Effect of Work Life Balance on employee performance

Based on the results of testing on the second hypothesis shows that work life balance also affects employee performance. Based on the data presented in Table 4, it is known that the work life balance path coefficient on employee performance is 0.438 and the t-statistics value is 4.372. The path coefficient shows that work life balance has a positive influence on employee performance. This proves that the higher the work life balance that employees feel, the higher the employee's performance will be.

Research conducted by Mendis & Weerakkody (2014) based on empirical research investigations can be concluded that there is a strong relationship between work life balance and employee performance. This relationship is positive and significant. In addition to increasing work life balance in an organization, support from management and employees is very important. In another study conducted at ECO Bank Kenya on work life balance in this case annual leave by Kamau et al (2013) states that there is a very strong and significant correlation between annual leave and employee performance. To keep employees productive in the organization, organizations must continue to increase their work life balance incentives. This will make employees more effective and efficient in providing services to customers. This study shows that work life balance is an important factor affecting employee performance.

The effect of job satisfaction on employee performance

The results of the third hypothesis testing indicate a significant influence of job satisfaction on employee performance. Based on the data presented in Table 4 it is known that the path coefficient of job satisfaction on employee performance is 0.328 and the t-statistics value is 2.736. The path coefficient shows that job satisfaction has a positive influence on the work performance of employees. This proves that the higher job satisfaction felt by employees, the higher employee performance will be.

Research conducted by Octavianannd et al, (2017) in one of the shipping companies about employee satisfaction with employee work motivation, found that satisfaction has a significant effect on performance. This means that when job satisfaction increases, employee performance will automatically improve automatically. In the same theme, Raza et al (2015) also conducted research by investigating the relationship between job satisfaction and performance on sales representatives, the research revealed that there is a strong association of sales force performance and job satisfaction. In addition, in a study conducted by Vermeeren & Steijn, (2014) in a study aimed at observing affiliations about the performance of public organizations and worker management with special emphasis on job satisfaction as a credible mediating variable between organizational performance and HRM, which impacts on the application of human resource (HR) practices. However, their findings suggest that job satisfaction is positively related to employee performance

The Role of Job Satisfaction Mediation in Work Life Balance on Employee Performance

The satisfaction variable seen as mediating can be seen from the value of the VAF (Variance Accounted For). If the VAF value is above 80 percent, then it shows the role of satisfaction, as a full mediation (full mediation). If the VAF is between 20 -80 percent, it can be categorized as a partial mediator. But if the VAF is less than 20 percent, researchers can conclude that there is almost no mediating effect.

Table 5. Direct Effects, Indirect Effects and Total Variable Effects and VAF Calculations

Variable	Direct Effect	
	Coef.	T Statistics (O/STDEV)
Job Satisfaction → Employee Performance	0,328	2,736
<i>Work life Balance</i> → Job Satisfaction	0,603	7,897
<i>Work life Balance</i> → Employee Performance	0,636	9,707
Variable	Indirect Effect	
<i>Work life Balance</i> → Job Satisfaction → Employee Performance	0,198	2,434
Variable	Total Effect	
<i>Work life Balance</i> → Employee Performance	0,636	9,707
<i>Work life Balance</i> → Job Satisfaction	0,603	7,897
Job Satisfaction → Employee Performance	0,328	2,736
VAF → Indirect Effect / Total Effect (0,198/0,636+0,198)	0,237	

From the results of calculations in Table 5 it can be interpreted that the role of job satisfaction as a mediator has a VAF value of 0.237 (23.7 percent). These results indicate that the variable job satisfaction has a role as a partial mediator between the variable work life balance with employee performance. This shows if the employee has a good work life balance and has been provided by his organization by providing fulfillment of employee needs so that employees have job satisfaction with their work which is marked by increased performance, so the hypothesis stating that job satisfaction acts as a mediator of the relationship between work life balance and proven employee performance.

Based on the data obtained in Table 5 shows that the path coefficient between work life balance variables and employee performance is 0.636 with a t-statistics value of 9.707. The addition of job satisfaction as a mediating variable gives a different effect on the direct relationship of work life balance to employee performance. Testing of job satisfaction mediating variables is done by calculating the value of Variance Accounted For (VAF) which can be seen in Table 5.

Based on the calculation results in Table 5, the VAF value of 0.237 is obtained. From the results of these calculations it can be interpreted that the role of job satisfaction as a mediator has a VAF value of 0.237 (23.7 percent). These results indicate that the variable job satisfaction has a role as a partial mediator between work life balance and employee performance, so the hypothesis stating that job satisfaction acts as a mediating relationship between work life balance on employee performance is accepted. This shows that work life balance and job satisfaction are important factors in increasing employee performance levels.

CONCLUSION

This study provides empirical evidence about the effect of work life balance, on job satisfaction and employee performance. This study uses a sample of 67 respondents, who are employees at Jimbaran Bay Beach Resort and Spa, Jimbaran, Bali. The results showed that Work life Balance affects job satisfaction. Where an effective work life balance can increase or encourage greater employee / subordinate satisfaction. Work Life Balance affects employee performance. Where an employee / subordinate who has a good work life balance will feel happy to be part of the organization, has good trust and feelings towards his organization, and intends to do what is best for his performance. Job satisfaction affects employee performance. Where job satisfaction can increase or encourage an employee to improve his performance. Job satisfaction has a role as a partial mediator between work life balance and employee performance. This shows that work life balance and job satisfaction are important factors in increasing employee performance levels.

SUGGESTIONS

Based on the results of research that has been done, there are some suggestions that can be considered for further research, namely based on the answers of respondents in the description of the variable work life balance, the lowest answer is on the WIPL indicator (Work Interfere Personal Life), namely the tight working hours can affect personal life, it is hoped that companies can pay more attention to the workload of employees, so employees can balance their lives at home and at work. In the variable job satisfaction contained in two indicators, namely work and salary, got the lowest answer score, therefore, it is expected that an evaluation of the two indicators will occur so that an increase in the assessment by employees. In the employee performance variable, there are initiative indicators that get the lowest score, so an evaluation and improvement of these indicators is expected in the future. For hotel management, it is expected to heed the advice that is available to be followed up in order to achieve overall organizational goals. Future studies are expected to be able to test with more developed models, so that the results of the study can better give a better picture.

LIMITATIONS

Although the researchers have tried to design and develop this research in such a way, but there are still some limitations in this study that still need to be revised in subsequent studies, among others some respondents have not given honest answers when filling out the questionnaire because they felt that the answers to this questionnaire would be given to hotel management and will have an impact on their careers, so they give "safe" answers. The research model only tests the effect of variables / constructs in a linear fashion, so the results are still possible to conduct research by examining the relationships between variables and describing the overall effect.

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