THE EFFECT OF WORK LIFE BALANCE AND WORK STRESS
ON EMPLOYEE SATISFACTION

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Abstract

This study aims to analyze the effect of Work-Life Balance and Work Stress in one of the government agencies; City Public Works Department Bandung. The variables used are Work-Life Balance and Work Stress as independent variables, while work satisfaction is the dependent variable. The sample used in this study was 125 employees with a random sampling technique. Data collection methods are primary and secondary data collection. The analysis method uses instrument testing, classical assumption test, normality test, multiple linear regression, hypothesis testing, and coefficient of determination test. The results of this study indicate that the higher the work-life balance of the employees of the Public Works Department, the higher the level of job satisfaction. Therefore, companies need to pay attention to conflict, work time and improve communication to minimize stress levels. Work-life balance is the dominant variable on work satisfaction. This means that work-life balance is essential in the work system of the employee of the Public Works Department.

Keywords: Work Life-Balance, work stress, and work satisfaction

Introduction

At the beginning of 2020, countries in the world were hit by the COVID-19 pandemic. Indonesia is one of the affected countries with high cases. The existence of this pandemic, not only threatens human health, but can also threaten various sectors of life, one of which is the operational activities of organizations, both agencies and companies. An organization's operational activities can be hampered because this pandemic requires activity restrictions such as limited working hours and socialdistancing, so that the organization's operations do not run as they should.

The existence of limited operational movement makes an organization required to make an effort to maintain its existence. One effort that can be done is to pay attention to employee job satisfaction. Job satisfaction for an employee can encourage high productivity by carrying out duties and responsibilities properly. That is, employee job satisfaction needs to be considered in an organization to maintain the quality of human resources in order to realize organizational goals in accordance with expectations. This job satisfaction needs to be considered by all organizations, including organizations that are under the auspices of the government. One of them is the Bandung City Public Works Department, which is a government agency.

In this pandemic period that limits operational space, the Public Works Department (DPU) must of course continue to carry out its duties and responsibilities in order to be able to maintain a good reputation. Given that the DPU is an agency under the auspices of the government, the DPU must be able to serve and provide good performance for the community. The DPU's vision is 'the realization of a superior, comfortable, prosperous and religious city of Bandung [1]. Determining the vision is certainly not a random hope, but a goal that must be realized immediately. Achieving a vision, definitely requires good human resource performance, so to achieve this, organizations must be able to maintain the integrity of human resources first by maintaining individual job satisfaction to produce superior and quality productivity. The following table shows the targets and targets of the DPU to assess its performance[2].

Table 1

Objectives, Performance Targets of the Bandung City Public Work Service

Objective	Target	Work Indicators	Unit	2019	2020	2021	2022	2023
Realization of infrastructure and urban Spatial Quality and environmentally sound	Urban infrastructure Improved quality of integrated and	Personates path length in a state of	93	94	95	96	97	
		Duration if inundation handled at the inundation point	Minute	100	80	60	40	30
		Number of PJU In good condition	Point	46500	49000	51500	54000	56500
		Public Satisfaction index	HPI %	85.4	85.4	85.6	85.7	85.8

Source: LKIP Bandung City Public Works Service in 2020

Seeing the targets and targets that have been determined by the Public Works Office of course it is necessary to involve good human resources so that this organization is important to pay attention to the condition of human resources to continue to have superior productivity. The following table shows the achievement of DPU performance in the last two years[3].

T a b l e

Target	Indicators	unit	For 2019			Of 2020		
			target	Realization	%	Target	Realization	%
Increasing the Quantity and Quality of Infrastructure and River Arrangement	Length of inundation wich is handled at the inundation point	Minutes	100	63.3	136.7	80	60.76	124.05
Increased performance Accountability and Excellent Public Service	Community Satisfaction index	%	86	85.42	99.33	85.5	835.405	97.71

Source: Data processed from the Public Works Department LKIP Bandung in 2020

Based on the results of data processing shows that the Public Works Department of the city of Bandung already have a good performance, this is evidenced in the table by their achievement of realization that is always close to the perfect target number. There are also results on the second indicator, namely the 'Community Satisfaction Index', which shows the view that the performance of the Public Works Department is quite good so that it can be said that this government agency has a good reputation.

[4-6] revealed that companies that have a good reputation have a high level of employee job satisfaction. Job satisfaction is a feeling related to work that involves several aspects such as wages, salary earned, opportunities in career development, relationships or relationships with other employees, job placement, type of work carried out, quality of supervision that supports or does not support the conditions of employees. [7]. Basically the level of job satisfaction depends on each individual, so that each individual has a different level of job satisfaction. According to [8] Job satisfaction is an emotional attitude that is pleasant and loves work that is felt by employees.

In this Covid-19 condition, the quality of health both physically and mentally must be paid more attention because the main impact of COVID-19 is related to health. One of them is by minimizing work stress on each individual. Stress is a situation where demands lead a person to perceive a discrepancy between physical and psychological demands and the resources they have. Almost everyone experiences stress related to their work which is called work stress [9]

Research conducted by [10] shows that work stress and job satisfaction have a significant influence. That is, the higher the level of work stress felt by employees, the lower the job satisfaction. Vice versa, the lower the level of work stress felt by employees, the higher the job satisfaction. Based on these results, job stress can

affect job satisfaction for employees because when employees are faced with pressures, demands and expectations that they cannot fulfill, the employee will experience stress. Employees who experience stress will feel discomfort, have negative and unpleasant feelings and perceptions of their work which can then reduce job satisfaction for employees.

This study aims to explain the description of work life balance, job stress, job satisfaction and to explain the effect of work life balance, job stress on job satisfaction[3].

Literature Review

Work Life Balance

[5, 10] argues that work life balance in a broad sense, is defined as a satisfactory level of involvement or compatibility between various roles in one's life, namely work and life balance is generally related to balance, or maintaining balance. Sense of harmony in life.

[11, 12] stated that work-life balance is a broad concept related to setting priorities correctly between work (career and ambition) on the one hand and life (happiness, family, leisure time, and spiritual development) on the other hand.

Work-life balance according to [13] can be measured by three indicators, namely: the

Balance of time,it means to the amount of time between work and the role of non-work

Balance engagement,means seeing a commitment to work and non-work

Balance satisfaction, meaning that it measures the level of satisfaction with work and non-job roles.

Work Stress

Work stress is a feeling of pressure experienced by employees in dealing with work [14] This opinion is supported by[15] who define job stress as a condition that arises from human interaction with work and is characterized by humans as human changes that force them to deviate from their normal functions. It can be said that job stress is feedback on employees physiologically and psychologically to the wishes or demands of the organization.

According to [7, 16] job stress has five indicators as follows.

Conflict, difference of opinion between two or more members of an organization or group. Measured from respondents' perceptions of conflicts between employees and leaders.

Communication is the process of transferring information from one person to another in an organization. Poor communication between employees can cause conflict.

Working time, time to do work, is measured by respondents' perceptions of excessive working time.

Leadership attitude, measured by respondents' perceptions of the attitude of the leader.

Workload, something that is felt beyond the worker's ability to do his job, only seen from the company's target.

Job Satisfaction

[17] provides a definition that job satisfaction is a psychological, physiological and environmental condition that is combined so that it causes someone to honestly say he is satisfied with his job.

Job satisfaction is reflected in a pleasant attitude and love of work by showing work morale, discipline, work performance and job satisfaction enjoyed at work, outside work to a combination of outside and inside work[18, 19].

Job satisfaction is a latent variable, meaning that research variables cannot be directly observed.The measurement of the latent variable of job satisfaction is carried out through indicators that reflect the concept of job satisfaction [20]. These indicators are:

1. Salary received
2. Promotion system or promotion applicable in the organization
3. Work environment and co-workers
4. Type of work
5. Communication that exists in the workplace.

Research Methodology

A quantitative approach is used in this study, where this study emphasizes numerical data that is processed by statistical methods, so that a significant relationship will be obtained between the variables studied. The measuring instrument used in the research is a questionnaire, the data obtained are in the form of answers and employees to the questions asked. Based on the objectives, this type of research is explanatory. According to [21] Explanatory research is to examine the hypothesized variables.

Research Locations

This research was conducted at the Bandung City Public Works Department on Jl. Cianjur No.34, Kacapiring, Kec. Batununggal, Bandung City, West Java 40271.

Populations and Sample

In this study, there were 335 employees of the Bandung City Public Works Department and 125 employees were taken by random sampling technique. The reason for taking samples using random sampling is because the members of the population studied in this study are not only similar, so the method used is random sampling technique.

Data Collection Methods

Collection of supporting data in order to prove the truth of the hypotheses in this study used a questionnaire or questionnaire data collection method. Questionnaire or questionnaire is an indirect data collection technique (researchers do not directly ask and answer questions with respondents). Data collection instruments or tools, also called questionnaires or questionnaires, contain a list of questions that have been systematically compiled that must be answered or responded to by respondents according to their perceptions.[15].

In this study, the type of questionnaire used is a closed questionnaire, namely a list of questions given, the answers have been determined by the researcher in the form of choices.

Data Analysis Methods

Test Instruments

a. Validity Test

In the literature it is stated that the validity of a test device can be interpreted as the ability of a test to measure what should be measured [1]. The requirements in testing after the above test are the results of r analogous to the results of r tables in the form of degrees of freedom (n-2). Suppose the number of calculated r results is greater than the number.
b. Reliability

Testingtesting of a tool that can examine this can be used with the Cronbach's Alpha method where the tool can be interpreted as good (reliable) if it has a good coefficient value / Alpha > 0.6. if the number Alpha <0.6 therefore the instrument is said to be unreliable.

Classical Assumption

a. Test Normality Test Normality

test is a procedure used to determine whether the data comes from a normally distributed population or is in a normal distribution.

b. Multicollinearity Test Multicollinearity

can be found through the tolerance number and the resistance number of the Variance Inflation Factor (VIF). Tolerance is measured from the variability of the independent variable that has been selected so that it is not discussed from other dependent variables. the outoff number that is usually used to detect the emergence of multicollinearity problems is a tolerance number < 0.10 or the same as a VIF value > 10.

c. Heteroscedasticity

Test The heteroscedasticity test is a regression model test tool to determine the variance inequality from one observation residual to another observation. If the residual variance from one observation to another observation remains, it is called Homoscedasticity and if it is different it is called Heteroscedasticity. A good regression model is homoscedasticity or there is no heteroscedasticity problem [9].
d. *Multiple Linear Regression Test put*

forward by Sugiono in[14] Multiple linear regression analysis is used for examiners to relate more than two or two independent variables to the predictive aspect of being manipulated (increasing the results). It can also be mentioned that multiple regression analysis can be used if the total independent variables are at least 2 variables.

Hypothesis

a. *Testing Coefficient of Determination Test (R2)*

The coefficient of determination (R2) has the aim of assessing the capacity of this model to describe differences in the dependent variable. The coefficient of determination is in the form of zero and one. [4].

b. Partial Test (t test)

According to[8] test basically shows how far the influence of one independent variable, individually in explaining the dependent variable. That means, the partial t-test aims to prove the initial hypothesis about the relationship between work discipline (X1) and job training (X2) as the independent variable, namely employee performance (Y) as the dependent variable. Hypothesis testing will be carried out using a significance level of 0.05 or = 5%

c. Simultaneous Test (F Test)

The understanding of [9] F test basically shows whether all independent variables or independent variables are input in the regression model, jointly have an influence on the dependent variable or the dependent variable. In addition, the F test serves to test whether the regression model that has been made is good/significant or not good/non-significant. As a hypothesis testing tool, F test decision making is done by comparing Fcount with Ftable. If the value of Fcount > Ftable, the hypothesis is accepted[9]

Results and Discussion

Respondents in this study amounted to 125 employees of the Bandung City Public Works Department. The following table is an overview and characteristics of research respondents:

Table 3

Respondent profile

No	Variable	Frequency	Percentage
1	Age 20-25 years	25	20%
	26-30 year	30	24%
	31-40 year	46	37%
	>40 year	24	19%
2	Gender male	88	70%
	Female	37	30%
3	Working period <1 year	18	14%
	1-2 year	28	22%
	2-3 year	29	23%
	>3 year	50	40%
	total	125	100%

Based on the table above, most of the respondents in this study were more than 31 years old with a percentage of 37%. Women are the majority respondents with a total percentage of 54%. In addition, the table above shows that 40% of the employees who were respondents in this study had more than three years of service.

The results of the calculation of research data obtained from measuring instruments in the form of a scale are basic statistical functions in the form of research data regarding hypothetical scores and empirical scores which include the maximum score, average and standard deviation. The following is a table that shows a description of the research data:

Table 4

Descriptive Statistics

	Mean	Std. Deviation	N
KK	51.9331	9.22680	125
WL	22.9756	5.58836	125
B	14.8671	4.61137	125
SK			

The next step that the researcher did after conducting the normality test and linearity test was to test the hypothesis. Hypothesis testing in this study was carried out using SPSS.

Table 5

One sample Kolmogorov Smirnov test

		Unstandardized Residual Predicted value
N		125
Normal parameter, a, b	Mean	51.9330640
	Std. Deviation	5.90795661
Most Extreme Difference	Absolute	.081
	Positive	.081
	Negative	-.074
Test Statistics		.909
Asymp. Sig. (2-tailed)		.380

The results of the analysis using the Kolmogorov Smirnov test obtained results of 0.380 which means that the data is normal if it has a value above 0.05.

Next, the F test was used to test the effect of the independent variables, namely work life balance (x1) and work stress (x2) on the dependent variable, namely Job Satisfaction (Y) together.

The following is the result of the calculation of the F test using SPSS

Table 6

ANOVA

Model	Sum Of Square	df	Mean Square	F	Sig.
Regression	4328.090	2		42.388	.000
Residual	6228.500	122	51.053		
Total	10556.590	124			

The results of the table calculation using the F test obtained F count of 42,388 with a significant level of 0.000. Because the probability value is less than 0.05, that is (0.000 < 0.05). So the regression model can be used to hypothesize that the alleged work-life balance, work stress, and work-stress variables together have an effect on job satisfaction at the Public Works Service.

The t-test is used to test the effect of the independent variables, namely work life balance (x1) and work stress (x2) on the dependent variable, namely job satisfaction (y) partially or individually, can be seen in the table below:

Table 7

Coefficients

Model 1	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95% C.I for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			L Bound	U bound	Zero order	partial	part	Tolerance	VIF
Constant	76.377	2.769		27.582	.000	70.896	91.859					
WLB	-.675	.147	-.409	4.608	.000	-.965	-.385	-.596	.395	.320	.614	1.629
Sk	-601	0.178	-.300	3.383	.001	-.952	-.249	-.554	.293	.235	.614	1.629

Work Life Balance

The results of his research that the work life balance variable (x1) has a significant value of 0.000 <0.05 partially has a positive and significant effect on job satisfaction for employees of the Public Works Department.

Work Stress

The results of the research show that the work stress variable has a significant value of 0.001 < 0.05. Partially, it has a negative and significant effect on job satisfaction for employees of the Public Works Department.

Table 8

Model Summary

Model	R	R Square	Adjusted R Square	Std error of the estimate	Change Statistics					Durbin Watson
					R square Change	F Change	Df1	Df2	Sig. F change	
1	.640	.410	.400	7.14516	.410	42.388	2	22	.000	1.596

R Square

From the model summary table, we can see the magnitude of R square is 41%, which means that the work life balance and work stress variables have an effect of 41% on job satisfaction.

The Effect of Work Life Balance on the Job Satisfaction

Results of the work life balance research have a significant effect on job satisfaction. If the company wants to increase the job satisfaction of the employees of the Public Works Department, it is necessary to pay attention to the original indicator of Work Life Balance, namely the equilibrium time, which concerns the amount of time allotted for work and non-work activities. engagement equilibrium, meaning the degree of psychological involvement in, or commitment to, work and non-work tasks. equilibrium of satisfaction, or the level of satisfaction with work and non-work roles so that employee job satisfaction is well established.

The Effect of Job Stress on Job Satisfaction

Study found that job stress has an important effect on job satisfaction of employees of the Public Works Department. The results of this study support

previous research,[10] where this study shows that work stress has a negative and significant effect, which shows that the higher the work stress, the more job satisfaction will decrease.

The Effect of Work Life Balance and Job Stress on Job Satisfaction

Results of the study found that work life balance and work stress had a significant effect on job satisfaction. This means that there is a significant relationship between work life balance and work stress on job satisfaction.

Conclusion

From the results of processing and analyzing the discussion in this study, it can be concluded several important points, namely if the time balance factors, which involve the amount of time given to work and non-work roles, engagement balance, meaning the level of psychological involvement in, or commitment to , work and non-work roles, The balance of satisfaction in work and work roles can be improved and maintained, so the balance of work life for employees of the Public Works Department is getting more balanced and the level of job satisfaction is higher, besides that the company must also pay attention to conflicts, improve communication, time work to do the job, measured by the respondent's perception of the perceived excessive working time. the attitude of the leadership towards its employees and the workload, which needs to be considered again for workers who are unable to do their work, for example, seen from the company's target, work stress will decrease. The results of the study show that work life balance is the dominant variable on job satisfaction, which means that work life balance is very important in the work system that occurs in employees of the Public Works Department.

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