

THE EFFECT OF WORK-LIFE BALANCE AND WORKLOAD ON JOB SATISFACTION AT THE PERUMDA TIRTA MUSI OFFICE



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Abstract

This study aims to determine whether work life balance and workload affect job satisfaction at the Perumda Tirta Musi office. Perumda Tirta Musi Palembang is a Regionally-Owned Enterprise managed by the Palembang City Government. This study uses primary data by distributing questionnaires to employees. The population used is 105 respondents where the entire population is used as a sample. The analysis technique used is multiple linear regression analysis processed using IBM SPSS version 26. The results obtained are Work Life Balance has a positive and significant effect on Job Satisfaction and Workload has a positive and significant effect on Job Satisfaction.

Keywords: Work Life Balance, Workload, Job Satisfaction

INTRODUCTION

In the era of globalization, human resources play an important role in determining the success of a company. To achieve company goals, quality human resources are one of the determinants in achieving these goals (Eka et al., 2022). Every human resource in the organization is expected to be able to work effectively and efficiently to maximize the company's performance. Without the support of the role of competent human resources in the organization, it will be difficult for the company to develop and compete with other companies.

Employee job satisfaction is one of the parts that influences the progress of a company because, directly or indirectly, job satisfaction has a big effect on the company's productivity (Safrin & Sulaiman, 2021). One of the things that affect productivity is employee absence. Perumda Tirta Musi has an employee absence recording system that uses face recognition.

Dissatisfaction is the source of problems in organizations such as conflicts between managers and employees (Lina et al., 2020). Things like too many targets, overtime until night, and also out-of-town business trips that will hinder time with family, the environment, or personal needs and this will lead to decreased motivation, decreased work morale, and decreased work skills. In order to increase employee job satisfaction, organizations should think about ways to increase job satisfaction, including by trying to implement Work Life Balance or work-life balance at a better level than before.

Work Life Balance in simple terms, it is a condition in which a worker can manage his time well or can balance work in the workplace with personal needs and family life (Lumunon et al., 2019). When a person has or runs a good Work Life Balance pattern, then it can be said that he is a productive worker and also performs well. In addition, the individual will be satisfied with what is done and happier and can also innovate because of support from the environment both from within the company and outside the company environment.

But in reality, an organization or company sometimes focuses more on its work demands and on the contrary is not good at planning and managing the demands of individuals who work to meet their needs. The company does not consider Work Life Balance as one of the main things to optimize job satisfaction so that it will affect employee performance.

Therefore, companies should be able to respond to the demands of each employee to fulfill their work needs. Companies that do not care about their employees inevitably have to be ready to accept the risk if employees with good performance want to resign from the company. Therefore, companies inevitably have to spend more than before for the recruitment and training process of employees because the company has lost superior human resources.

Workload is a process carried out by a person in completing tasks from a job or a group of jobs carried out under normal circumstances within a certain period of time (Norawati et al., 2021). Employees who feel burdened by an excessive workload may also feel unappreciated by the company, which can have an impact on decreasing motivation.

When the workload is too light, employees may feel unchallenged and less engaged in their work. Employees who feel bored or unchallenged by their work may feel less motivated and lose interest in their work (Badri, 2020). This can also result in decreased job satisfaction, as employees feel they do not have the opportunity to grow and reach their full potential. Therefore, it is important for companies to balance the workload given to employees to match their abilities and provide adequate challenges. This can increase employee job satisfaction and productivity, as well as enable companies to retain and attract quality employees.

REVIEW OF LITERATURE

Job Satisfaction

Robbins & Judge (2015) defines job satisfaction as a positive feeling about one's job that is the result of an evaluation of its characteristics. Job satisfaction is a collection of employee feelings towards their work, whether happy or unhappy as a result of employee interaction and assessment of their work and work environment (Sutrisno et al., 2022).

Work Life Balance

Work Life Balance is the extent to which individuals are involved and satisfied in their roles between personal life and work life and do not cause conflict between the two (Ula et al., 2015). Meanwhile, according to Hizkia Panjaitan et al., (2023), Work Life Balance is

the ability of individuals to maintain a balance between their obligations at work and personal needs outside of work.

Workload

According to Hakman et al., (2021), workload is a process or activity that must be completed immediately by a worker within a certain time period. If a worker is able to complete and adapt to a number of tasks given, then this does not become a workload.

RESEARCH METHOD

Scope of Research

The study was conducted at the Perumda Tirta Musi office located at Jl. Rambutan Ujung No. 1 Palembang, South Sumatra. This study aims to test and provide empirical evidence on the effect of Work Life Balance and Workload on Job Satisfaction at Perumda Tirta Musi. The time of this study starts from June 2024 to July 2024.

Research Design

The type of research used is survey research, namely research that takes samples from a population and uses questionnaires as a data collection tool.

The approach used is descriptive, which is a study of problems in the form of current facts from a population. The goal is to test hypotheses or answer questions related to the current status of the subjects studied.

Population and Sample

Population is the entire object/subject of research, while the sample is a part or representative that has representative characteristics of the population (Amin et al., 2023). Perumda Tirta Musi produces water continuously for 24 hours. The responsibility for supervising the production of water is the production section so that this section has a longer workload than other sections, namely for 24 hours which is divided into 3 shifts. The population in this study were all permanent employees in the Production section of Perumda Tirta Musi, totaling 105 people.

According to Amin et al., (2023) Saturated Sampling is a sampling technique when all members of the population are used as samples. The sampling technique in this study used

the Saturated Sampling Technique, where all populations totaling 105 people in this study were used as samples.

RESULTS AND DISCUSSION

Research Instrument Test

Testing of this research instrument was carried out through validity & reliability tests to determine whether the statements in the questionnaire were appropriate & reliable for the research data.

Validity Test

Validity testing is done to see how far an instrument can be used to measure what should be measured. Validity testing in this study was conducted on 105 respondents, validity testing using a significance level (α) of 5% or 0.05. To obtain the r table value, first find $Df = N - 2 = 105 - 2 = 103$ so that the r table value = 0.192. Data is considered valid if the calculated r value > r table and the significance value < 0.05. The testing tool used is the Pearson product moment correlation formula using the IBM SPSS Statistica 26 application.

Table 1.
Validity Test of All Variables

Variables	Item No.	R Count	R Table	Information
Work Life Balance (X1)	X1.1	0.616	0.192	Valid
	X1.2	0.609	0.192	Valid
	X1.3	0.514	0.192	Valid
	X1.4	0.740	0.192	Valid
	X1.5	0.447	0.192	Valid
	X1.6	0.566	0.192	Valid
	X1.7	0.577	0.192	Valid
	X1.8	0.602	0.192	Valid
	X1.9	0.640	0.192	Valid
Workload (X2)	X2.1	0.583	0.192	Valid
	X2.2	0.614	0.192	Valid
	X2.3	0.610	0.192	Valid
	X2.4	0.562	0.192	Valid
	X2.5	0.653	0.192	Valid
	X2.6	0.489	0.192	Valid
	X2.7	0.609	0.192	Valid

Job Satisfaction (Y)	X2.8	0.671	0.192	Valid
	X2.9	0.700	0.192	Valid
	Y.1	0.533	0.192	Valid
	Y.2	0.614	0.192	Valid
	Y.3	0.585	0.192	Valid
	Y.4	0.567	0.192	Valid
	Y.5	0.457	0.192	Valid
	Y.6	0.394	0.192	Valid
	Y.7	0.399	0.192	Valid
	Y.8	0.631	0.192	Valid
	Y.9	0.485	0.192	Valid
	Y.10	0.489	0.192	Valid
	Y.11	0.534	0.192	Valid
	Y.12	0.423	0.192	Valid
	Y.13	0.528	0.192	Valid
	Y.14	0.501	0.192	Valid
	Y.15	0.525	0.192	Valid

Data Source: Processed from questionnaire, 2024

Based on table 1, it shows that all items are declared valid, because the resulting coefficient is greater than 0.192. So, there is no need to replace or delete statements.

Reliability Test

Reliability testing aims to determine the consistency of measuring instruments if the same object is used more than once. Or in other words, reliability testing can be interpreted as aiming to show the extent to which a measurement result is relatively consistent if the measurement is repeated twice or more. If the reliability is less than 0.6 is not good, while 0.7 is acceptable and above 0.8 is good. Based on the results of the calculation of the Cronbach's Alpha formula using SPSS statistica 26, the decision of the reliability coefficient of the study is obtained as follows:

Table 2.
Reliability Test

No.	Variables	Cronbach' Alpha	Cut Off	N of Item	Information
1	Work Life Balance(X1)	0.770	> 0.70	9	Reliable
2	Workload (X2)	0.790	> 0.70	9	Reliable
3	Job Satisfaction (Y)	0.800	> 0.70	15	Reliable

Data Source: Processed from questionnaire, 2024

Based on table 2, it shows that all statement variables have values that can be categorized as acceptable reliability because they are greater than the Cronbach's alpha value of 0.7.

Classical Assumption Test Results

The classical assumption test is carried out in finding if in the linear regression analysis equation there is no relationship between independent variables, whether the absolute residual variation is the same/not, and whether the relationship between the independent variables and the dependent variables is linear. The requirements in this study are the normality test, multicollinearity test and heteroscedasticity test. The results of the classical assumption test are processed through the SPSS statistica 26 program, as follows:

Normality Test Results

The data normality test aims to test whether the sample used has a normal distribution or not. In the linear regression model, this assumption is indicated by the residual value that is normally distributed. A good regression model is a regression model that has a normal or near-normal distribution, so that it is feasible to be tested statistically. Data normality testing uses the Kolmogorov-Smirnov Test of Normality in the SPSS program. According to Ghozali (2016) the basis for decision making can be done based on probability (asymptotic significance), namely:

- 1) If the probability > 0.05 then the distribution of the regression model is normal.
- 2) If the probability < 0.05 then the distribution of the regression model is not normal.

Table 3.
Normality Test

One-Sample Kolmogorov-Smirnov Test	
	Unstandardized Residual
Test Statistics	.065
Asymp. Sig. (2-tailed)	.200c,d
a. Test distribution is Normal.	
b. Calculated from data.	
c. Lilliefors Significance Correction.	
d. This is a lower bound of the true significance.	

Data Source: Processed from questionnaire, 2024

Based on the normality test shown in Table 3, it can be seen that the value of the Asympto. sign (2-tailed) is 0.200 which is greater than 0.05 which indicates that the data is normally distributed, so it can be concluded that the model meets the normality assumption.

Multicollinearity Test Results

Multicollinearity test is a statistical method used to detect the presence of high linear dependence between two or more independent variables in a regression model. Multicollinearity can occur when there is a strong correlation between the independent variables, which can interfere with the interpretation and reliability of the regression results.

If the VIF value < 10.00 , it means that there is no multicollinearity in the regression model, conversely, if the VIF value > 10.00 , it means that there is multicollinearity in the regression model.

Table 4.
Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Work Life Balance	.482	2,074
	Workload	.482	2,074
a. Dependent Variable: Job Satisfaction			

Data Source: Processed from questionnaire, 2024

Based on table 4. the results of the multicollinearity test in this study show that the tolerance value of the motivation and work discipline variables are 0.482 and 0.482, so that all independent variables have a tolerance value ≥ 0.10 , the results of the calculation of the VIF value of the motivation and work discipline variables are 2.074 and 2.074 so that all variables have a VIF value ≤ 10 . It can be concluded that the regression model has no symptoms of multicollinearity.

Heteroscedasticity Test Results

The heteroscedasticity test is a test to see if there is an inequality of variance from the residual of an observation to another observation. If there is equality of variance from the residual of one observation to another observation remains or is called homoscedasticity, then the regression model meets the requirements (Ghozali, 2018). To see whether or not there is heteroscedasticity, the Glejser test can be done. The regression model does not contain

heteroscedasticity if the significance value of the independent variable to the absolute value of the residual statistic is above $\alpha = 0.05$.

Table 5.
Glejser Test

Coefficientsa						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.258	1,848		3.386	.001
	Work Life Balance	.040	.071	.080	.572	.569
	Workload	-.121	.068	-.246	-1,762	.081

a. Dependent Variable: ABS_Res

Data Source: Processed from questionnaire, 2024

Based on the SPSS output in table 5 above, the significance value (Sig.) for all the variables above is 0.05, so the conclusion is that there are no symptoms of heteroscedasticity in the regression model.

Multiple Linear Regression Analysis Results

A multiple linear regression analysis was conducted to test the proposed hypothesis. The hypothesis proposed in this study relates to the influence of Work Life Balance and workload on job satisfaction at the Perumda Tirta Musi Palembang office. Multiple regression analysis was used in the analysis of hypothesis testing in the study. The following are the results of multiple regression analysis using the IBM SPSS Statistics 26.0 program.

Table 6.
Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	15,998	3.161	5,060	.000		
	Work Life Balance	.823	.121	.579	6,822	.000	.482 2,074
	Workload	.387	.117	.280	3.301	.001	.482 2,074

a. Dependent Variable: Job Satisfaction

Data Source: Processed from questionnaire, 2024

To determine the multiple regression equation of the influence of Work Life Balance and Workload on Job Satisfaction, a regression coefficient analysis was carried out as follows:

$$Y = \alpha + \beta_1 x_1 + \beta_2 x_2$$

$$Y = 15.998 + 0.823 X_1 + 0.387 X_2$$

Where:

X₁ = Work Life Balance

X₂ = Workload

Y = Job Satisfaction

From the regression equation above, it can be interpreted as follows:

- 1) $\alpha = 15.998$ shows that if the values of X₁ and X₂ remain constant (do not change), then the constant value of Y is 15.998.
- 2) $\beta_1 = 0.823$ states that if X₁ increases, then Y will increase by 0.823 assuming there is no increase in the constant value of X₂.
- 3) $\beta_2 = 0.387$ states that if X₂ increases, then Y will experience an increase of 0.387 assuming there is no increase in the constant value of X₁.

The Correlation Coefficient (r) and Determination Coefficient (R²) Test

Correlation Analysis is used to determine the degree of relationship between the variables studied. The data analysis technique in this study uses multiple coefficient analysis. The results of the multiple correlation test are as in the table below:

Table 7.
Correlation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.804a	.646	.639	4.305
a. Predictors: (Constant), Workload, Work Life Balance				
b. Dependent Variable: Job Satisfaction				

Data Source: Processed from questionnaire, 2024

Based on table 7, it shows that between the variables Work Life Balance (X₁) Workload (X₂) and Job Satisfaction (Y) there is a correlation coefficient (r) of 0.804. This can be interpreted as that there is a positive correlation between the two variables with a very strong relationship level. The Determination Coefficient Test obtained a determination

coefficient (R square) of 0.639 or $0.639 \times 100 = 63.9\%$ which means that the influence of the independent variables (X1 and X2) on the dependent variable (Y) is 63.9% and the remaining 36.1% is influenced by other factors that the researcher did not examine such as salary factors, coworkers and superiors.

Hypothesis Testing Results

Partial T-Test Results

The partial t-test is a statistical method used to test whether a particular independent variable significantly affects the dependent variable in a multiple linear regression model, when control for the other independent variables has been performed. The partial t-test allows us to evaluate the individual contribution of a specific independent variable to the dependent variable, while controlling for the influence of the other independent variables.

Table 8.
Partial T-Test

		Coefficients^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
		B	Std. Error	Beta			Tolerance VIF
1	(Constant)	15,998	3.161		5,060	.000	
	Work Life Balance	.823	.121	.579	6,822	.000	.482 2,074
	Workload	.387	.117	.280	3.301	.001	.482 2,074

a. Dependent Variable: Job Satisfaction

Data Source: Processed from questionnaire, 2024

The Work Life Balance (X1) t-value is 6.822. Next, determine t-Table. The t-distribution table is searched at $\alpha/2 = 0.05 = 0.025$ with degrees of freedom $Nk-1$, namely $105 - 2 - 1 = 102$, then the t-Table is 1.983. Because t-count is greater than t-Table, namely $6.822 > 1.983$ and the significance value (Sig.) $0.000 < 0.05$, it can be interpreted that there is a significant influence between Work Life Balance and Job Satisfaction.

The value of the Workload variable (X2) tcount is 3.301. Next, determine t Table. The t distribution table is searched at $\alpha/2 = 0.05 = 0.025$ with degrees of freedom $Nk-1$, namely $105 - 2 - 1 = 102$, then the tTable is 1.983. Because tcount is greater than tTable,

namely $3.301 > 1.983$ and the significance value (Sig.) $0.001 < 0.05$, it can be interpreted that there is a significant influence between Workload and Job Satisfaction.

Simultaneous F Test Results

Simultaneous F-test is a statistical method used to test simultaneously whether a group of independent variables significantly affect the dependent variable in a multiple linear regression model. This test aims to check the null hypothesis that the regression coefficients of all independent variables are simultaneously zero.

Table 9.
Simultaneous F Test

ANOVA					
Model		Sum of Squares	df	Mean Square	F
1	Regression	3453.904	2	1726.952	93,184
	Residual	1890.343	102	18,533	
	Total	5344.248	104		

a. Dependent Variable: Job Satisfaction
b. Predictors: (Constant), Workload, Work Life Balance

Data Source: Processed from questionnaire, 2024

Based on the spss output table in table 9, the F count is 93.184 and then determines the F table. The F distribution table is searched at $\alpha = 0.05$ with degrees of freedom Nk, namely $105 - 2 = 103$, then the F table is 3.09 (can be seen in the F table distribution). So, it can be concluded that the F count is greater than the F table, namely $93.184 > 3.09$ and the significant value is $0.000 < 0.05$, so it can be interpreted that there is a significant influence between Work Life Balance and Workload on Job Satisfaction.

The Influence of Work Life Balance on Job Satisfaction at the Tirta Musi Regional Public Company Office

The results of the study indicate a positive influence of Work Life Balance on job satisfaction. This causes the first hypothesis to be accepted in accordance with the theory of Robbins and Judge (2015). So statistically for a two-sided test, partial Work Life Balance (X1) has a positive and significant effect on job satisfaction (Y) at the Perumda Tirta Musi office. This is due to the implementation of the Work Life Balance pattern that has been running well at the Perumda Tirta Musi Palembang office.

The results of the frequency of respondents' questionnaire answers which show that Work Life Balance has an effect on job satisfaction at the Perumda Tirta Musi Office are also in accordance with previous research conducted by (Fenia et al., 2018; Laila et al., 2019; Zeni & Jati, 2019; Rendy et al., 2022; and Rizka et al., 2022). This is different from several studies that prove that Work Life Balance has no effect on employee job satisfaction (Reuny et al., 2020; Renaldo et al., 2019; Farhan et al., 2019; Andini, 2022).

Further research is needed to better understand the factors that influence the relationship between Work Life Balance and job satisfaction such as salary, coworkers, and superiors which were not discussed in detail in this study and to explain why some studies found different results.

The Influence of Workload on Job Satisfaction at the Tirta Musi Regional Public Company Office

The results of the study showed a positive effect of workload on job satisfaction. This means that the second hypothesis is accepted in accordance with the theory of Robbins and Judge (2015). So statistically for a two-sided test, partially workload (X2) has a positive and significant effect on job satisfaction (Y) at the Perumda Tirta Musi Office. This is because the workload at the Perumda Tirta Musi Office will affect employee performance. The heavier or easier the workload will affect job satisfaction for each employee.

The results of the frequency of respondents' questionnaire answers show that workload has an effect on job satisfaction at the Perumda Tirta Musi office, which is in accordance with previous studies by (Laily & Mardi, 2019; Renaldo et al., 2019; Ririn & Merta, 2020; Astuti & Mayasari, 2021; Erviana et al., 2022). This is in contrast to several previous studies which prove that workload does not have a significant effect on employee job satisfaction (Nur & Yunus, 2023; Agung, 2022; Puja, 2021; Hermingsih & Purwanti., 2020).

Further research is needed to better understand the factors that influence the relationship between workload and job satisfaction such as salary, coworkers and superiors which were not discussed in detail in this study and to explain why some studies found different results.

CONCLUSION

Based on the results of the research and analysis that has been carried out, the following conclusions can be drawn:

1. Work Life Balance has a positive and significant effect on Job Satisfaction at the Perumda Tirta Musi Office.
2. Workload has a positive and significant effect on Job Satisfaction at the Perumda Tirta Musi Office.

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