

The Effect of Work Life Balance on Job Satisfaction and Female Employee Performance in Commercial Bank in Kendari City

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Abstract: Female who works or female employees have quite a lot of work positions, including in banks which are quite dynamic and complex industries in their functions and work demands. Married female employees clearly have greater responsibilities in personal lives and mothers, so in this case the ability to balance work and personal life or work-life balance (WLB) is really needed. Not only endorsed by individual employees, but also from workplace organizations where some theory and result are explained by the influence of job satisfaction and finally to employee performance.

This research was conducted to determine the effect of work-life balance on job satisfaction and employee performance partially, and the effect of job satisfaction on female employees in commercial banks in Kendari City. The type of research is using quantitative methods survey. The data were collected from 100 respondents from commercial banks, female employees in Kendari City. The used is Structural Equation Model (SEM) by using Analysis of Moment Structural (AMOS) software. The results of this study indicate that Work-life balance has a significant positive effect to job satisfaction; work-life balance also has a significant positive effect on employee performance. Job satisfaction has a positive effect on performance but is not significant; it is because of the low satisfaction with promotional opportunities in the work career.

Keywords: work life balance, job satisfaction, employee performance, female employee

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I. Introduction

Working in the banking sector is still one of the most desirable positions, with work facilities, rewards and prestige being a factor. Banking as an organization with the complexity of its role in the economy of a country which results in high demands for work, it is very important to have good performance. One program increases the ability of employees to resist the demands of work as *work-life balance* programs. Lack of work life balance causes tension (Fisher-McAuley et al., 2003; Duxbury, 2004), job dissatisfaction (Fisher-McAuley et al., 2003; Ezzedeen and Swiercz, 2002; Duxbury, 2004), *Work-life balance* that is not achieved will affect work or life satisfaction, commitment to organization, work performance, and health (Paludi, 2014).

Female employees have roles and responsibilities in their work and personal life, especially if the female employee is married. When women get permission from their husbands to become employees, new challenges will be faced. Prihandhany in Laela, (2015) states that the challenges that may arise are multiple role conflicts that require additional time and energy and competition with husbands to fulfill needs. Conflict roles that cannot be minimized by WLB are not good for employees, husbands and children those who feel the impact of the vacant role of wife and mother in certain situations. This is where *work-life balance* skills are needed not only sought by individual employees but also from workplace organizations that will influence work satisfaction and employee performance. Further research on WLB, job satisfaction and employee performance is also supported by the existence of *research gaps* from previous research.

Based on the above description, the background is to conduct a quantitative study of the effect of *work-life balance* programs on job satisfaction and performance of female bank employees in Kendari City.

II. Literature Review

2.1 Effect of WLB on Job Satisfaction

Kalleberg (1977) states that when employer ethics provide the possibility of the practice of work life balance, employees will feel more job satisfaction in general. Lehman L (2016) describes the policy and practice of work-life balance provided by superiors is very important when it comes to employee satisfaction.

2.2 Effect of WLB on Employee Performance

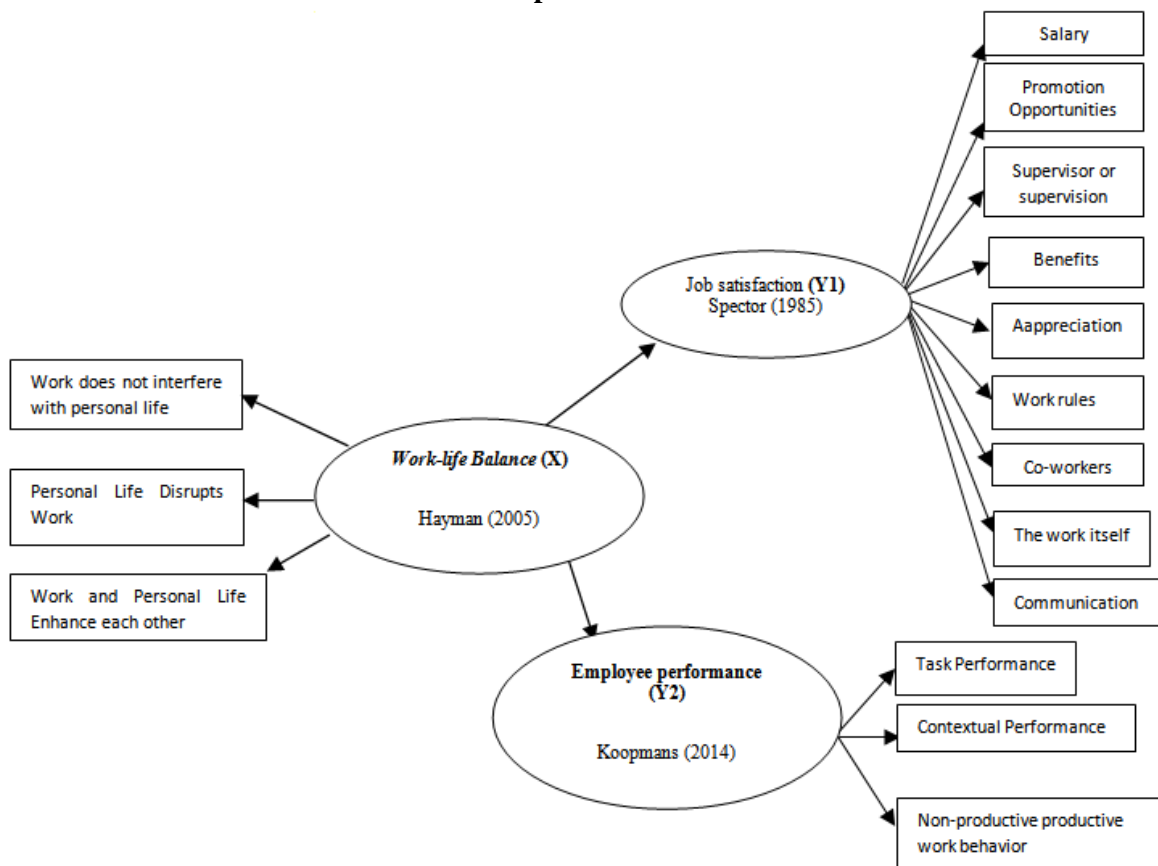
Greenhaus. *Et al* (1997) in Wambui (2017) states that employment, employees report both high levels of work-to-life and life-to-work conflict tend to show lower levels of job satisfaction and organizational commitment. Behavioral results from both directions of conflict include a reduction in work effort, reduced performance and increased absenteeism and *turnover*.

2.3 Effect of job satisfaction on employee performance

Sutrisno (2009) in Andari S (2017) states that the impact of satisfaction and job insecurity is an impact on productivity, the impact on absence and discharge of labor and the impact on health.

Ivancevich (2008), mention that employee satisfaction no can automatically increase productivity, despite dissatisfaction employees tend to reduce productivity, more often absent and produce lower quality than satisfied employees.

III. Conceptual Framework



2.4 Hypothesis

H1: There is a significant effect of *work-life balance* on job satisfaction for Commercial Bank employees in Kendari City.

H2: There is a significant effect of *work-life balance* on the Performance of Public Bank Employees in Kendari City.

H3: There is a significant effect of job satisfaction on the Performance of Public Bank Employees in Kendari City.

IV. Methodology

This type of research uses survey quantitative methods. The data used in this study are primary data obtained from questionnaires distributed to 100 female respondents who were married to 5 Commercial Banks in Kendari City, namely BRI, Bank Mandiri, BTN, Bank Sultra, BTPN with a total number of bank offices being location is 20 office. . The data analysis method used is *Structural Equation Model* (SEM) by using *Structural Analysis of Moment* (AMOS) software.

V. Result and Discussion

4.1 Descriptive Analysis

4.1.1 Characteristics of Respondents

Table: Description of Characteristics of respondents

Characteristics / Profile of Respondents		Number of people	Percentage (%)
Age	<25 years	6	6
	25-30 years	35	35
	> 30-35 years old	28	28
	> 35-40 years old	18	18
	> 40 years old	13	13
	total	100	100
Education	SMA / SMK	2	2
	D1-D3	2	2
	S1	79	79
	S2	17	17
	total	100	100
Have children	No (not yet)	26	26
	Yes	74	74
	total	100	100.00
Length of work	<1 year	1	1
	13 years old	7	7
	<3-5 years	19	19
	> 5-10 years	50	50
	<10 years	23	23
	total	100	100
Working time	Shift	3	3
	No shift	97	97
	total	100	100
Average Working Time Per Day	9 hours	50	50
	> 9 hours	23	23
	total	100	100
Satisfaction in Living Life at this time	Very satisfied	36	36
	Satisfied	56	56
	Ordinary	8	8
	Not satisfied	0	0
	Very dissatisfied	0	0
	total	100	100

Source: Primary data (processed), 2018

4.2 Results of SEM analysis

4.2.1 Normality Test

Evaluation normality of the data in this research is done using criteria *skewness critical ratio value* equal to ± 1 , 96 at the 5% significance level 9 or $\alpha = 0.05$. Data has a normal distribution if the value of the *critical ratio (cr)* is below the absolute price of $\pm 1, 95$.

Table of Assessment of normality (Group number 1)

Variable	min	max	skew	cr	kurtosis	cr
Y2.1	12,000	25,000	-.547	-2,235	-.577	-1.178
Y2.2	14,000	40,000	-.197	-.805	-.146	-.298
Y2.3	10,000	25,000	-2,021	-8,250	3,071	6,268
Y1.9	9,000	20,000	-.522	-2,133	.063	.129
Y1.8	10,000	19,000	-.253	-1,033	.497	1,015
Y1.7	10,000	19,000	-.284	-1,160	-.381	-.777
Y1.6	8,000	17,000	-.557	-2,273	-.306	-.625
Y1.5	8,000	20,000	-.526	-2,148	.191	.391
Y1.4	10,000	18,000	-.566	-2,310	.12	.24
Y1.3	12,000	20,000	-.148	-.606	.79	.161
Y1.2	9,000	19,000	.194	.792	.149	.304
Y1.1	11,000	19,000	.186	.758	-.554	-1.131
X1.1	16,000	32,000	-.554	-2,262	.372	.759
X1.2	10,000	20,000	-.276	-1,128	.804	1,641
X1.3	4,000	20,000	-1,389	-5,670	2,912	5,945
Multivariate					19,246	4,261

Source: Processed Primary Data 2018, (Attachment 4)

It shows the distribution of the data used in this study were not normally distributed, so in this case refers to the argument of the central limit (*Central Limit Theorem*). Solimun (2004) in Syaifuddin, DT (2005: 108) explains that the normality test can also be used by the central limit argument which states that if n (*sample size*) ≥ 100 , the statistics of the sample will be close to the normal distribution, even though the population from which sample taken not normally distributed. Denny (www.ilmustatistik.com 2008) wrote the Central Limit Proposition of the value $n = 30$ which is needed so that a data is considered normal spread. The sample used in this study was 100, so that based on the argument of the central limit (*Central Limit Theorem*) concluded that the data used in this study normal. Data distribution used in this research meet the requirements of the structural model equations making it feasible to do further data analysis.

4.2.2 Analysis of Confirmatory Factors for Each Latent Variable

Table Loading Factor Work Life Balance (X1)

			Estimate
X1.1	<---	WLB	.531
X1.2	<---	WLB	.893
X1.3	<---	WLB	-.013

Source: Processed primary data with AMOS software

Loading Factor Table (λ) Job Satisfaction Measurement (Y1)

			Estimate
Y1.1	<---	Satisfaction	1,000
Y1.2	<---	Satisfaction	.953
Y1.3	<---	Satisfaction	1,458
Y1.4	<---	Satisfaction	1,278
Y1.5	<---	Satisfaction	1,929
Y1.6	<---	Satisfaction	1105
Y1.7	<---	Satisfaction	1,362
Y1.8	<---	Satisfaction	1,535
Y1.9	<---	Satisfaction	2,450

Source: Processed primary data with AMOS software

Table Loading Factor (λ) Measurement of Employee Performance (Y2)

			Estimate
Y2.1	<---	Performance	1,000
Y2.2	<---	Performance	1,000
Y2.3	<---	Performance	.157

Source: Processed primary data with AMOS software

4.3 Results of Structural Model Analysis

Table of Results of the Direct Path Research Hypothesis

Hypothesis			Estimate	p	Information
Job satisfaction	<---	WLB	0.928	0.003	Significant
Employee performance	<---	WLB	0.880	0.005	Significant
Employee performance	<---	Job satisfaction	0.426	0.801	Not significant

Source: Processed primary data with AMOS software (attachment 6)

Table of Results of Effect of Inter-Variable Indirect Path

			Estimate	p	Information		
satisfaction	<---	Employee performance	<---	WLB	0.994	0.002	Significant

Source: Processed primary data with AMOS software (attachment 7)

Based on Table 5.16 It can be seen that there are hypothesis paths that support empirical data and are accepted are:

H1: Accepted, because *Work life balance* has a significant effect on job satisfaction.

H2: Accepted, *Work life balance* has a significant effect on employee performance.

H3: Rejected, because job satisfaction has a positive effect but is not significant for employee performance

Work life balance research results have a significant effect on job satisfaction supporting Greenberg, *et al* ., (1997) as well as the theory of Fisher-McAuley *et al* (2003); Ezzedeen *et al* (2002); Duxbury (2004) which states that the lack of *work life balance* causes job dissatisfaction. When *work life balance* is sufficient, it

supports job satisfaction. The results of this study also support the research results of Adikaram (2016); Thevanes N., *et al* (2018); Kanwar YP S., *et al* (2009); Maslichah NI., *Et al* (2017); Ganapathi, IM D., *et al* (2016); Asepta, UY, *et al* (2017). The results of this study also show differences with the research findings of Farazdah I. (2016) and Arunika MMA, *et al* (2015). The empirical deed based on the perceptions of public bank employees in Kendari City regarding *work life balance* and job satisfaction, currently requires an increase in the program WLB from bank offices to better support or stimulate *work life balance* capabilities of individual employees, thereby increasing their job satisfaction.

the results of the study state that *Work life balance* has a significant positive effect on employee performance, contributed to the research results Aslam M (2015); Khatri P V., *et al* (2013); The results of this study also show differences with the research findings of Wambui M L., *et al* (2017) and Hye (2014). The empirical deed based on the perceptions of public bank employees in Kota Kendari regarding the effect of *work life balance* on employee performance in this study, currently requires an increase in the WLB program from the bank office to further support or stimulate the *work life balance* capabilities of individual employees, thereby improving performance. The WLB program supports the optimization of task performance and contextual performance of public bank employees in Kendari City.

The results of this study are expressed job satisfaction on employee performance Kendari commercial banks in the city due to the low value of employee satisfaction on indicator Promotion respondents than other indicator in job satisfaction. The conclusion is also supported by research on promotion with the title of the influence of the promotion system on the performance of employees in the Human Resources and General Affairs Division of PT. Indocement Tunggal Prakarsa Tbk written by Aryani Y., *et al* (2010) written in Umam MK (2015) shows the results of research that the promotion system has a positive influence on employee performance 0.55 or 55% which has a significant effect on the value of t count of 3.65 at the level significance of 5% (> 1.96). The magnitude of the effect of the promotion system on employee performance is because employees consider that promotion is one form of trust and appreciation of the company for employee performance.

4.4 Research Limitations

The number of revelation items is quite large, 69 items that require attention and more time to fill them, making some respondents not filling out the questionnaire provided. So it is needed for replacement respondents, namely employees of other public banks. Besides that there is no exact data regarding the total population of this study, resulting in the sample used being limited when compared to the population of employees throughout the general population in Kendari City, this study was only conducted on 5 commercial banks with a total of 20 offices (including cash offices), while the final result is a good representation of the population of public bank employees in the city of Kendari.

VI. Conclusion

5.1 Conclusions

Work life balance is positive and significant impact on job satisfaction were significantly improved behavioral changes in *work life balance* and the positive direction of the real against the role encourage increased employee job satisfaction of public banks in Kendari.

Work life balance has a positive and significant effect on employee performance which means a change in improvement in positive and real *work life balance* behavior towards the role of encouraging increased satisfaction in the performance of public bank employees in Kendari City.

Job satisfaction has a positive but not significant effect on employee performance which means change increasing job satisfaction behavior in a positive direction but not real to the role of encouraging increased performance of public bank employees in Kendari City. This is due to the low satisfaction with promotion. Job satisfaction as a mediator of the effect of *work life balance* on employee performance shows a positive and significant value, which means that increased job satisfaction to mediate the effect of *work life balance* will significantly increase the performance of public bank employees in Kendari City.

5.2 Suggestions

Management, related managers to pay attention to the factors that influence job satisfaction so that it can more significantly improve employee performance.

Increase factors or indicators that are still low from each variable. At WLB, personal life does not disturb the family, there is job satisfaction, is promotion. On employee performance is contextual performance.

For the next researcher, it is expected to be able to utilize and develop the results of this study by conducting further research on the role of job satisfaction in mediating the influence of WLB on performance. Further development can also be done with add different variables are like organizational commitment. Use renewable indicators used in each variable, or in other work sectors.

This study is limited to employees in 5 commercial banks with a total of 20 offices in the city of Kendari, so it is interesting to conduct studies that can be extended to other commercial banks (although 25 commercial banks, 81 offices) or other regions so that the topics studied in this study continue developing and explored.

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