

## The Influence Of Work Life Balance On Job Satisfaction Of Housekeeping Employee At Renaissance Bali Uluwatu Resort & Spa

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**Abstract:** Human resources are the main capital to achieve company's goals in hospitality industry. One important thing that company should consider in maintaining employee performance is a job satisfaction. Employee that does not have a job satisfaction while working will gradually decrease the employee performance. Many factors influence job satisfaction one of them is work life balance. The low work life balance resulted a low job satisfaction. This research aims at investigating the influence of work life balance on employee job satisfaction to housekeeping employee at Renaissance Bali Uluwatu Resort & Spa. Respondents in this research were 35 housekeeping employees with saturated sampling. The data collection was done by distributing the questionnaire using a Likert scale that use 5 points to measure 30 item statements. The data analysis techniques used was simple linear regression, t-test, and determination coefficient test which was assisted by SPSS version 23 for Windows. The results of this research indicated that work life balance (X) partially has a positive and significant effect on housekeeping employee job satisfaction (Y) at Renaissance Bali Uluwatu Resort & Spa with a value of  $t_{count} > t_{table} = 9,840 > 2,032$ . Work life balance contributes to influence Employee job satisfaction of 74,6% in strong categories, while the remaining 25,4% is influenced by other factors outside of this research. This research is expected to be used as a consideration to pay more attention of employee work life balance to increase employee job satisfaction.

**Keywords:** Work Life Balance, Employee Job Satisfaction

**History Article:** Submitted 1 July 2021 | Revised 28 September 2021 | Accepted 10 October 2021

**How to Cite:** Dewi, N. P. A. K., Sihombing, I. H. H., Pramana, I. D. P. H. (2021). The Influence Of Work Life Balance On Job Satisfaction Of Housekeeping Employee At Renaissance Bali Uluwatu Resort & Spa. *International Journal of Applied Sciences in Tourism and Events*, 5(2), 190-196. DOI: <http://dx.doi.org/10.31940/ijaste.v5i2.190-196>

### Introduction

Human Resources is fundamentally one of the company's assets, and it plays a critical part in accomplishing the company's objectives. Only resources with feelings, desires, skills, expertise, encouragement, power, and effort are human resources (Sutrisno, 2011:2). Job satisfaction is one of the factors that companies must consider when keeping their resources. Employee attitudes at work are particularly indicative of job satisfaction; positive and negative attitudes raised by employees are very indicative of job satisfaction (Aziri, 2011). Employees that are dissatisfied at work are more likely to leave the organization (Robbins & Judge, 2015). This phenomenon occurred at the Renaissance Bali Uluwatu Resort & Spa.

Job satisfaction is influenced by a number of factors. Compensation is one of the factors that influences job satisfaction (Kadarisman, 2012). Employee compensation is meant to improve employee motivation and job satisfaction by acting as a reward for the work employees do (Gerald & Rezaei, 2016). Leadership style is another factor that influences job happiness. Employees felt satisfied if the leader was able to use the correct leadership, which affected their performance in a positive direction (Bushra Fatima et al., 2011). In addition to those factors, another factor that affected job satisfaction was work life balance. Work-life balance had a significant role in psychological well-being (Kim, 2014). Work life balance had a simultaneous effect on job

satisfaction and employee organizational commitment (Abdirahman et al., 2018). It is also supported by other researches which stated that work life balance had a significant effect on employee job satisfaction (Soomro et al., 2018). One program that was run to assist employees in achieving work-life balance at Renaissance Bali Uluwatu Resort & Spa was Thanks God It's Friday (TGIF) program.

The program consisted of various activities such as tennis, yoga, meditation, badminton, aerobics, zumba, and occasionally various games which are done every Friday that has been running since 2018. Another program called working schedule flexibility, made it easier for employees to request holiday leave. However, the program did not perform as expected. As a result, further research needed to be conducted to determine the impact of work-life balance on job satisfaction among cleaning personnel at Renaissance Bali Uluwatu Resort & Spa.

## Methodology

This research used quantitative methods. Sources of data in this research were divided into primary data and secondary data. Primary data used in this research included data from answers from questionnaires distributed to housekeeping employees at Renaissance Bali Uluwatu Resort & Spa as well as interviews. Secondary data in this research was data that directly obtained from the hotel. The data in this study collected through questionnaires, interviews, and documentation studies. Questionnaire of job satisfaction was measured by 20 questions taken from the research of Xiaoyan Yu et al. (2020).

Questionnaire of work life balance was measured by 10 questions taken from the research of Suifan et al. (2016). The two variables were combined on a five-point Likert scale (1 = strongly disagree/dissatisfied; 2 = disagree/dissatisfied; 3 = neutral; 4 = agree/satisfied; 5 = strongly agree). This survey was distributed with self-administered questionnaires that can be accessed via google form. Before distributing this questionnaire, its validity was tested. The minimum requirement to be considered a valid instrument item is a valid index value is the validity index value  $\geq 0,3$  (Sugiyono, 2016: 179). The significance test was carried out by comparing the calculated r value with the r table for degree of freedom (df) = n-k, df = 65 in this case n is the number of samples and alpha = 0.05. After the validity test, the reliability test was carried out with measurements using IBM SPSS Statistics 23.0.

## Population and Sample

The population of this research was 35 housekeeping employees at Renaissance Bali Uluwatu Resort & Spa. The sample of this research was all housekeeping employees at Renaissance Bali Uluwatu Resort & Spa using saturated sampling technique.

## Analysis Method

A variable or construct was declared reliable if it gives a Cronbach Alpha value  $> 0.6$ . Data analysis in this research included (1) simple linear regression analysis, (2) T test, (3) Coefficient of determination test.

## Results and Discussions

### Results

#### Demographic Information

Further, the quantitative data were analysed using Statistical Package for the Social Scences (SPSS) version 23.0. Questionnaires were distributed to 35 respondents with the result that 35 questionnaires were worthy of research. In this section, the results of the questionnaire distribution in the form of the characteristics of the respondents are presented. Characteristics of respondents were collected based on age, gender, last education and years of service.

**Table 1.** Demographic Informations of Survey Respondents

<b>Demographic</b>	<b>Frequence</b>	<b>Percentage</b>
<b>Age</b>	-	-
• < 20	5	14,29
• 21 – 30	26	74,29
• 31 – 40	2	5,71
• 41 – 50	2	5,71
• > 50	0	0
<b>Gender</b>	-	-
• Male	23	65,71
• Female	12	34,29
<b>Academic Level</b>	-	-
• Senior High	15	42,86
• Diploma	20	57,14
• Bachelor	0	0
<b>Work Period</b>	-	-
• < 1 years	2	5,71
• 1 - 2 years	13	37,14
• > 2 years	20	57,14

Table 1 shows the demographic information of responden in this research. Based on the age of the respondents divided into five age categories. Respondents are dominated by the age range of 21 to 30 years totaling 26 people (74.29%), then respondents with an age range of less than 20 years as many as 5 people (14.29%), respondents with an age range of 31 to 40 years as many as 2 people (5.71%) and respondents with an age range of 41 to 50 years as many as 2 people (5.71%). Employees in higher age groups are more satisfied than younger employees. Because those who are older have a stagnant life, their lives are old and they have obtained almost everything they want compared to younger employees (Binsen and Priya, 2015)

Respondents with male sex more than women with a total of 23 people (65.71%) while respondents with female sex as many as 12 people (34.29%). Usually, women have lower aspirations and expectations than men. They were more easily satisfied with their work. One of the reasons for this satisfaction was because they did not have as heavy an economic burden as men (Binsen and Priya, 2015). Respondents with the last education of respondents were dominated by Diploma as many as 20 people (57.14%) and the last education was high school is 15 people (42.86%). Respondents were dominated by a tenure of more than 2 years as many as 20 people (57.14%). People who have higher education, formal or informal had broader insights, especially in the appreciation of work, so that they could increase an employee's job satisfaction with the place where they work (Teddy, 2013).

Respondents with a working period of 1 to 2 years as many as 13 people (37.14%) and a working period of less than 1 year as many as 2 people (5, 71%). The longer a person worked, the more experienced that person gained in doing his job, but the working period also had a negative effect if someone experiences fatigue while working. Physical stress accumulated every day for a long period of time resulted in reduced muscle performance and causing lower movement so that it can affect one's work productivity (Verawati, 2016).

## Discussions

This discussion aims at presenting the significance of the effect of variable X on variable Y. Calculations and data analysis were carried out using SPSS version 23 statistics for Windows. After using SPSS, the processed results will be obtained which will later be explained so that a conclusion is obtained.

## Simple Linear Regression Analysis

Simple linear regression analysis was used to determine changes in the dependent variable (Y), namely Job Satisfaction which is influenced by the independent variable (X), namely Work Life Balance (Sugiyono, 2013:261).

**Tabel 2.** Simple Linear Regression Analysis Result

<i>Coefficients<sup>a</sup></i>						
<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized</i>	<i>t</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Coefficients</i>		
1	<i>(Constant)</i>	20,217	4,914		4,115	,000
	<i>Work Life Balance</i>	1,239	,126	,864	9,840	,000

### a. Dependent Variable: Job Satisfaction

Table 2 can be seen that the constant value is 20.217 and Work Life Balance (X) is 1.239. Based on the value of the constant and the value of the regression coefficient of the independent variable, a simple linear regression equation is obtained as follows:

$$Y = 20,217 + 1,239 X$$

The constant value is 20.217, meaning that if the Work Life Balance variable is omitted, then Job Satisfaction is worth 20.217. If the value of the independent variable (Work Life Balance) increased, then the dependent variable (Job Satisfaction) also increased because the value of the independent variable was positive. The regression coefficient value of the Work Life Balance (X) variable on Job Satisfaction is 1.239, meaning that if the Work Life Balance (X) had increased by one unit, while the other variables are constant, Job Satisfaction increased by 1.239. The coefficient of Work Life Balance (X) is positive, meaning that there was a positive relationship between Work Life Balance (X) and Job Satisfaction. An increase in Work Life Balance (X) resulted in an increase in Job Satisfaction.

## T Test

This test was conducted to determine whether or not the influence of the independent variable, namely Work Life Balance, was significant on the dependent variable, namely Job Satisfaction (Sunyoto, 2013: 50). The basis for taking this t-test consists of two considerations, namely the comparison of the value of tcount with ttable and based on the significance value.

**Table 3.** T Test Result

Variabel	t-hitung	Sig	Keterangan
<i>Work Life Balance (X)</i>	9,840	0,000	Signifikan
Alpha ( $\alpha$ ) 0,05			

Based on Table 3 above, it can be seen that the tcount value of Work Life Balance (X) is 9.840 with a significance less than the value of (0.000 < 0.05). This shows that Work Life Balance (X) has a significant effect on Job Satisfaction at Renaissance Bali Uluwatu Resort & Spa with an error rate of 5%, 95% confidence and 34 degrees of freedom.

### Coefficient of Determination

The analysis of the coefficient of determination aims to determine the percentage of the variables studied, namely the independent variable Work Life Balance on the dependent variable, namely Job Satisfaction (Y).

<b>Model Summary</b>				
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	,864 <sup>a</sup>	,746	,738	5,95033

*a. Predictors: (Constant), Work Life Balance*

Table 4 above shows the value of R square obtained from the analysis results is 0.746 which means that the dependent variable can be explained by the independent variable as much as 74.6% (0.746 X 100%) and the remaining 25.4% (100% - 74.6% ) is explained by other variables that are not used in this research. According to Ghozali's theory (2013: 95), if the coefficient of determination interval is between 60% - 79.9% then the coefficient of determination can be said to be strong. The results of the coefficient of determination in this research of 74.6%, it can be stated that the independent variable has a strong effect on the dependent variable.

### Description of Research Results

The results of the research related to the variables of Work Life Balance and Job Satisfaction were obtained at the Renaissance Bali Uluwatu Resort & Spa. Work Life Balance perceived by housekeeping employees at this hotel was in a good category according to employee perceptions, but problems remained occurred that can be seen from the difficulty of employees in managing work schedules according to their needs such as religious ceremonies, family events and other needs. Job Satisfaction according to the overall perception of housekeeping employees with a good average. Employees at this hotel did not like to work alone and tend to cooperate with housekeeping colleagues in completing work. Housekeeping employees did not like being busy and wanted all work to be completed quickly with good results using the employees' own methods. Housekeeping employees are also satisfied with the pay they receive from their work and had a competent supervisor. There were still a number of things that need to be improved regarding the work schedule setting, setting the tasks of each employee and the number of workers in the housekeeping department. In this research, Work Life Balance was proven to have a significant effect on Job Satisfaction of Housekeeping Employees at Renaissance Bali Uluwatu Resort & Spa. This is evidenced by the results of the t-test for the Work Life Balance variable with a value of tcount > ttable that is 9.840 > 2.032 and a significance value of < = 0.000 < 0.05. The value of Work Life Balance is 1.239, which means that if the Work Life Balance increases by one unit, while other variables remain constant, Job Satisfaction increases as well.

### Conclusions

Based on the results of the research that has been carried out, it can be concluded in this study that the Work Life Balance (X) variable partially has a significant effect on Job Satisfaction (Y) with a value of tcount > ttable that is 9.840 > 2.032. Work Life Balance (X) has a positive value with a beta value of 1.239 on Job Satisfaction, so the increase in Work Life Balance (X) will increase Job Satisfaction. Work Life Balance has a contribution to influence Job Satisfaction by

74.6% in the strong category, while the remaining 25.4% is influenced by other variables not examined in this study.

Based on the results of the study, the advice that can be given to the management of Renaissance Bali Uluwatu Resort & Spa to maximize work life balance is to pay attention to the flexibility of working hours for employees. Employees often don't get the day off they want because they are hit by operations. The thing that can be advised is to urge employees to request holidays well in advance so that the admin can adjust the schedule on that day. In addition, management is advised to divide employees into several groups in doing a job, so the work will be completed faster and easier to do. Employees can also use their own work methods to maximize job satisfaction which will be reflected in employee performance.

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