



The Effect of Work Life Balance on Job Satisfaction with Work Stress as a Mediating Variable "PT. JNE (Nugraha Ekakurir Line) Express Ambon Branch"

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ABSTRACT

This study discusses how work life balance affects job satisfaction with work stress as a mediating variable (among employees of PT. JNE Express Ambon Branch). The purpose of this study was to examine and analyze the effect of work stress mediating work life balance on job satisfaction. With a total population of 39 and the sampling technique using simple random sampling technique by calculating slovin totaling 35 employees of PT. JNE Express Ambon Branch. The analytical test tool used is Smart PLS 3.0 with the SEM (Structural Equation Modeling) analysis method. The results of this study indicate that work life balance has a significant and significant effect on job satisfaction with a P-Value of 0.000, work life balance has a negative and insignificant effect on work stress with a P-Value of 0.397, work stress has a negative and not significant effect on satisfaction work with a P-Values of 0.543, and finally work stress is not proven to mediate the effect of work life balance on job satisfaction with a P-Values of 0.657.

INTRODUCTION

This study discusses how work life balance affects job satisfaction. Human resources are the main element in the development of a business, so it is required to continue to improve self-quality and develop professional abilities, while at the same time having high competitiveness among employees, so that productivity and target achievement in the company can be achieved. According to Collins & Shaw (2003), Work Life Balance is the extent to which employees are equally involved and satisfied in their roles in work life and non-work life. According to Hasibuan (2010 p.202) Job Satisfaction is an emotional attitude that is pleasant and loves work that is felt by employees.

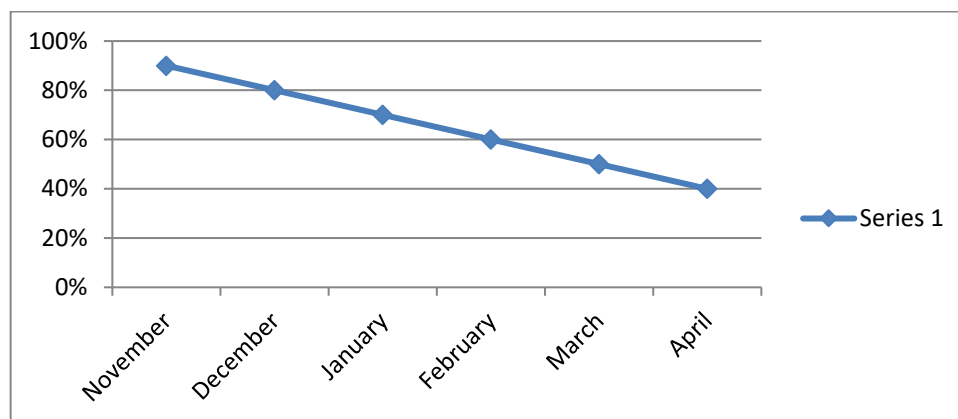


Figure 1. A Decrease in the Performance of Employees of PT. JNE Express that has Occurred Over the Last 6 Months due to Stress due to Work

The graphic image above shows a decrease in the performance of employees of PT. JNE Express that has occurred over the last 6 months due to stress due to work, a significant decrease in employee performance can be seen in Riders or Couriers. Work stress is faced by almost all employees in the work environment, because work demands that must be completed in a short time will cause employee pressure. The problem is the imbalance between working time and time outside of work (time with family). Employees who share more time in the office are likely to experience a decrease in performance and also cause a lack of sufficient time to socialize or get time with family so that employees are dissatisfied with their work and can create pressure which results in Job Stress.

THEORETICAL REVIEW

Worklife Balance

Dundas in (Pengemanan, 2017) argues that work-life balance is the effective management of work & other activities that are important things such as family, community activities, volunteer work, self-development, travel and recreation. Based on research conducted by the State Services Commission (2005: p46), work-life balance includes:

1. Aspects of the workplace consisting of:
 - a. Type of work.

- b. Workplace type.
 - c. Problems at work such as unreasonable workload.
2. Living needs consisting of:
- a. The need for time for family and society such as child care.
 - b. The need for employee personal time, for example recreation.
 - c. The need for time as a member of a particular group.

Job Satisfaction

According to Donni Juni Priansa (2014: p.290) Job satisfaction is an important thing that individuals have at work. Each individual work has different characteristics, so the level of job satisfaction is also different. According to Nova Syafrina (2018) theories about Job Satisfaction are put forward, namely:

1. Theory of Balance (Equity Theory). According to this theory, whether employees are satisfied or not is the result of comparing input-outcome. So, if the comparison is felt to be balanced, the employee will be satisfied.
2. Discrepancy Theory. If what the employee gets is greater than what was expected, the employee will be satisfied. Conversely, if what is obtained by employees is lower than expected, it will cause employees to be dissatisfied.
3. Need Fulfillment Theory. According to this theory, employee satisfaction depends on whether or not employee needs are met. Employees will be satisfied if he gets what he needs.
4. Group View Theory (Social Reference Group Theory). According to this theory, employee satisfaction does not depend on fulfilling needs alone, but is very dependent on the views and opinions of groups that employees consider as a reference group. .
5. Two Factor Theory of Herzberg. According to Herzberg, two factors can cause satisfaction or dissatisfaction, namely maintenance factors and motivational factors.
6. Expectancy Theory. Hope is the power of belief in a treatment followed by a special result. This illustrates that employee decisions that allow achieving one result can lead to other results.

Job Stress

Mangkunegara in Rico et al (2017) revealed that work stress is a feeling of pressure experienced by employees in dealing with work. Aspects of work stress according to Robbins & Judge (2008) include three general categories, namely:

1. Physiological symptoms, that stress can create changes in metabolism, increase heart rate, breathing, cause headaches, and heart attacks.
2. Psychological symptoms, that stress related to work can cause dissatisfaction at work.
3. Behavioral symptoms, including changes in lifestyle, anxiety, smoking, excessive appetite, and sleep disturbances.

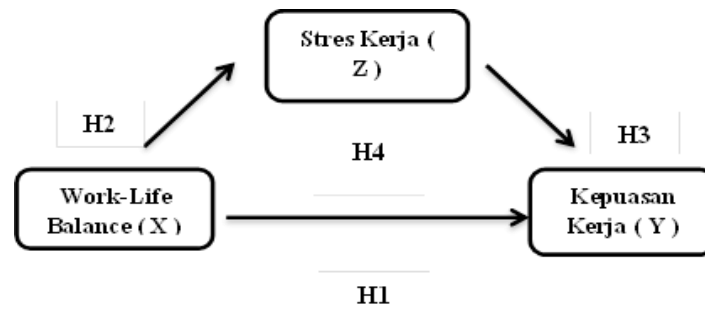


Figure 2. Conceptual Framework

Hypothesis:

- H1 : Work Life Balance affects Job Satisfaction
- H2 : Work Life Balance affects Work Stress
- H3 : Job Stress has an effect on Job Satisfaction
- H4 : Work Life Balance affects Job Satisfaction through Job Stress as a Mediating Variable.

METHODOLOGY

In this study, researchers used quantitative methods. The type of approach that researchers use is a type of quantitative description analysis approach with explanatory research (Kuncoro, 2007). The population used in this study was 39 people. Based on calculations using the slovin formula, the sample respondents in this study were adjusted to 35 respondents, namely employees of PT. JNE Ekspres Ambon Branch, this is done to facilitate data processing and for better test results. Samples were taken based on probability sampling technique, simple random sampling.

RESULTS AND DISCUSSIONS

Charateristics of Respondents

Table 1. Charateristics of Respondents

Charateristics of Respondents	Frequency	Presentation (%)
Gender:		
Male	28	80%
Female	7	20%
Total	35	100%
Age:		
20-30 Year	30	85,7%
31-35 Years	5	14,3%
Total	35	100%
Length of Work:		
< 2 Year	21	60%
2-3 Year	14	40 %
Total	35	100%
Marital Status:		
Married	8	22,9 %
Unmarried	27	77,1 %
Total	35	100%
Number of Children:		
Don't Have a Children	30	85,7%
1-3 Child	5	14,3%
Total	35	100%

Evaluation of Measurement Model (Outer Model)

According to Chin quoted by Imam Ghozali, the outer loading value is between 0.5-0.6, for the initial stage of assessment it is considered sufficient to meet the requirements of convergent validity. In this study, a loading factor limit of 0.7 will be used.

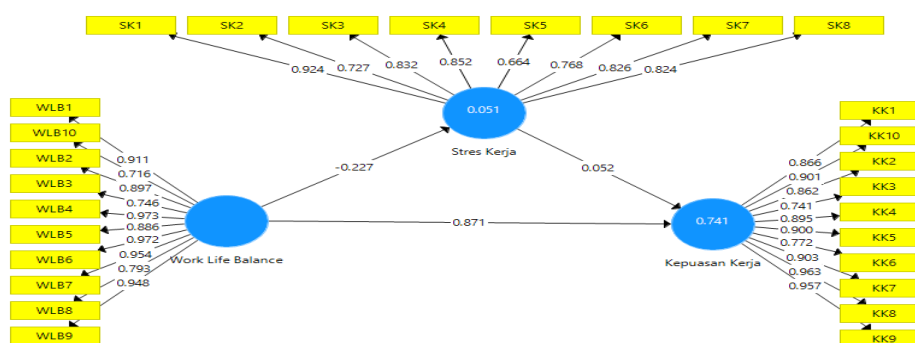


Figure 3. Outer Model

Table 2. Loading Factor Value

Variable	Indicators	Loading Factor
Work Life Balance	WLB 1	0,911
	WLB 2	0,897
	WLB 3	0,746
	WLB 4	0,973
	WLB 5	0,886
	WLB 6	0,972
	WLB 7	0,954
	WLB 8	0,793
	WLB 9	0,948
	WLB 10	0,716
Stres Kerja	SK 1	0,924
	SK 2	0,727
	SK 3	0,832
	SK 4	0,852
	SK 5	0,664
	SK 6	0,768
	SK 7	0,826
	SK 8	0,824
Job Satisfaction	KK 1	0,866
	KK 2	0,862
	KK 3	0,741
	KK 4	0,895
	KK 5	0,900
	KK 6	0,772
	KK 7	0,903
	KK 8	0,963
	KK 9	0,901
	KK 10	0,957

The Outer Loading value or correlation between constructs and variables has met convergent validity and is declared valid because it has a loading factor value of > 0.7. Then all indicators on all variables are declared feasible and valid and can be used for further analysis.

Average Variance Extracted (AVE)

Table 3. The AVE Value

Variable	Average Variance Extracted (AVE)
Work Life Balance	0,782
Stres Kerja	0,649
Job Satisfaction	0,772

Based on the table data above. It is known that the AVE value, the X1 variable (Work Life Balance) is 0.782, the X2 variable (Work Stress) is 0.649 and the Y variable (Job Satisfaction) is 0.772 Which is where the value is above 0.5 and these variables can be said to be valid based on predetermined standard values .

Fornell-Lacker Criterion

Table 4. The Construct on the Variable

Variable	X1 (Work Life Balance)	X2 (Work Stress)	Y (Job Satisfacion)
X1 (Work Life Balance)	0,879		
X2 (Work Stress)	0,145	0,806	
Y (Job Satisfaction)	0,859	0,227	0,884

The construct on the variable (X1 with X1) has a value of 0.879, while the variable construct (X1 with X2) has a value of 0.145, the variable construct (X1 with Y) has a value of 0.806, the construct (X2 with X2) has a value of 0.859, the variable construct (X2 with Y) has a value of 0.227 and the variable construct (Y with Y) has a value of 0.884. Which has a value greater than the construct (X with X) itself. This also applies equally to other variable constructs.

Composite Reliability

Table 5. The Composite Reliability Value of all Research Variables

Variable	Composite Reliability
X1 (Work Life Balance)	0,971
X2 (Work Stress)	0,936
Y (Job Satisfaction)	0,973

Based on the table data above, it can be seen that the composite reliability value of all research variables > 0.7. The Work Life Balance variable (X1) is 0.971, the Work Stress variable (X2) is 0.936 and the Job Satisfaction variable (Y) is 0.973. This result shows that each variable has met composite reliability so that it can be concluded that the entire variable has a high level of reliability. In the Q-Square presictive relevance value, the job satisfaction variable has a value of 0.741. This shows that work-life balance has a strong predictive power against Work Stress. The Job Satisfaction variable has a Q-Square presictive revelance value of 0.051 This indicates that Work Life Balance and Work Stress have a strong predictive power against Job Satisfaction.

Live Hypothesis Testing Results

Table 6. Live Hypothesis Testing Results

Hypothesis	Affect Between Construct	T-Statistics	P-Values	Status
H1	Work Life Balance (X1) → Job Satisfaction (Y)	11,091	0,000	Accepted
H2	Work Life Balance (X1) → Work Stress (X2)	-0,847	0,397	Rejected
H3	Work Stress (X2) → Job Satisfaction (Y)	-0,608	0,543	Rejected

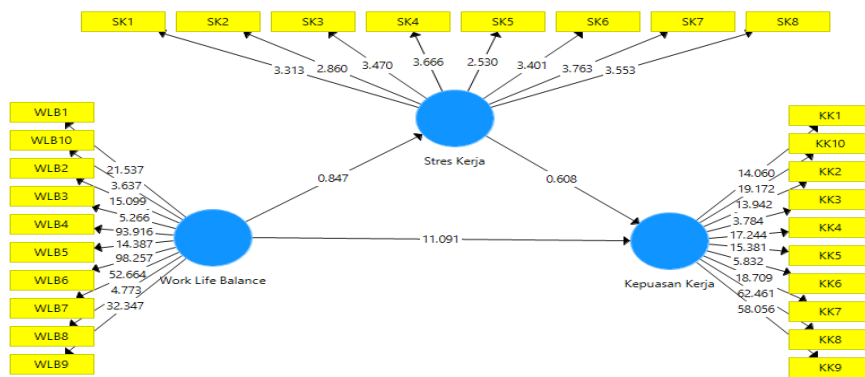


Figure 4. Path Model Bootstrapping

Bootstrapping adalah resampling, PLS menggunakan bootstrapping untuk menentukan nilai t sehingga dapat diketahui tingkat signifikan dari nilai T tersebut. Oleh sebab itu penggunaan bootstrapping >500 supaya mendapatkan nilai T yang stabil dan juga untuk mengetahui pengaruh tidak langsung atau efek mediasi antar konstruk atau variabel.

Mediation Effect Testing

Table 7. Mediation Effect Testing

Hypothesis	Affect Between Construct	T-Statistics	P-Values	Status
H4	Work Life Balance (X1) → Work Stress (X2) → Job Satisfaction (Y)	0,445	0,657	Rejected

CONCLUSIONS AND RECOMMENDATIONS

1. Work Life Balance has a significant effect on Job Satisfaction. This significant influence proves that the better the time balance of PT. JNE Express Ambon Branch will be better satisfaction to work.
2. Work Life Balance is not significant to the Work Stress of PT. JNE Express Branch .
3. Work Stress is not significant to Job Satisfaction in employees of PT, JNE Ekspres Ambon Branch.
4. Based on the results of the study, it is proven that the variable of Work Stress is not a mediating variable between work-life balance and Job Satisfaction because it is not significant, PT employees. JNE Express Ambon Branch feels that there is a good work-life balance that can directly increase Job Satisfaction tanpa the existence of Work Stress intermediaries.
5. Pt. JNE Express ambon branch has implemented a good work-life balance system to be a reference in working. It is hoped that the implementation of work-life balance can be further improved so that the average employee can divide their time well.
6. It is expected that PT. JNE Express Ambon Branch can pay attention to every worker who feels uncomfortable while working and provide solutions and innovations that can reduce work stress levels.

It is expected that PT. JNE Express can be more thorough in paying attention to every employee's hard work, the work done by employees must be reciprocated in balance, so that the level of satisfaction in working at PT. JNE Express can be more thorough in paying attention to every employee's hard work, the work done by employees must be balanced, so that the level of satisfaction in working at PT. JNE Express can be more thorough in paying attention to every result of employee hard work, the JNE Express is more upbeat. This study discusses how work life balance affects job satisfaction with work stress as a mediating variable (among employees of PT. JNE Express Ambon Branch). The purpose of this study was to examine and analyze the effect of work stress mediating work life balance on job satisfaction.

With a total population of 39 and the sampling technique using simple random sampling technique by calculating slovin totaling 35 employees of PT. JNE Express Ambon Branch. The analytical test tool used is Smart PLS 3.0 with the SEM (Structural Equation Modeling) analysis method. The results of this study indicate that work life balance has a significant and significant effect on job satisfaction with a P-Value of 0.000, work life balance has a negative and insignificant effect on work stress with a P-Value of 0.397, work stress has a negative and not significant effect on satisfaction work with a P-Values of 0.543, and finally work stress is not proven to mediate the effect of work life balance on job satisfaction with a P-Values of 0.657.

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FURTHER STUDY

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