

The Effect of work-life balance to job satisfaction on front office bank employees

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ABSTRACT

Human resources are an important factor to support all forms of operations in the banking industry. Front office bank employees become the front door to serve people or customers to support all bank product. This research was conducted to determine the effect of work life balance on job satisfaction on front office bank employees involving 106 employees. Work life balance as an independent variable consists of three balances, namely WIPL (Work Interference with Personal Life), PLIW (Personal Life Interference with Work), WPLE (Work or Personal Life Enhancement). The job satisfaction as the dependent variable is divided into nine factors, salary, promotion, supervision, benefits, contingent rewards, work procedures, job characteristics, co-workers and communication. The results obtained in this study shows that the hypothesis proposed is accepted that there is an affect of work life balance on job satisfaction very signification with sig ($p \leq 0,05$). Based on the result of regression test, it is known that the effect of work-life balance to job satisfaction have strong relation with value of $R = 0,683$ and R square = $0,466$.

Keywords: work-life balance, job satisfaction.

Introduction

This study explored the effect of work-life balance on job satisfaction on front office bank employees. This research focused to find out how balance of work and life affects the satisfaction of employees in banking sector. Currently the professionalism of bank employees is an important factor so they must be able to adapt quickly due to the many demands of changes that occur in the banking industry. Customer service and tellers are positions in the front office category at the bank to be the front door in serving customers. The task of a bank front office in general is to provide clear and complete information to customers and prospective customers from a bank and this applies to all banks.

Allen (in As'ad, 1984) explained that human factors play a role in achieving results that are in line with company objectives. The optimal, efficient management of human resources and maintaining a higher level of job satisfaction in banks not only determines bank performance but also influences growth and performance throughout the economy.

According to Spector (2000), Job satisfaction is a person's feeling about their work and different aspects related to their work. One of the factors that influence job

satisfaction is fulfillment of needs where satisfaction is determined to what extent job characteristics provide individual opportunities to meet their needs. For example, a survey conducted by the Society for Human Resource Management that one of the factors that support job satisfaction is work life balance (Kaswan, 2007).

Guest (in Noor, 2011) states that most people will always try to achieve work life balance between family, work, and personal desires. Job satisfaction is achieved if the balance between work and family can be felt and between work and family support each other. It supports to Sverko, Aramabasic & Galesic (in Nurendran & Saraswati, 2016) today most people work to express themselves and improve the quality of life, not just for material needs.

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According to Lokwood (2003) work-life balance is a balanced situation in two demands where work and life of an individual are the same, where work-life balance in the view of employees is the choice of managing work and personal obligations or family responsibilities. Whereas in the view of work-life balance companies it is a challenge to create a supportive culture in the company where employees can focus on their work while at work.

Job satisfaction is achieved if the balance between work and family is achieved and supports each other. The results of Adikaram's (2016) research on the effect of work-life balance on job satisfaction in employees in the banking sector are positively affected where an increase in work-life balance can increase job satisfaction so that it helps employees manage their working lives.

Therefore, human resources need to be managed professionally in order to realize a balance between the needs of employees which is the main key of the company in achieving its organizational goals.

Literature Review

Work-life balance

Work - family balance (Hill, Hawkins, Ferris & Weitzman., 2001) is the degree to which a person is able to balance the demands of time, emotions and attitudes of work and family responsibilities simultaneously. Lokwood (2003) work-life balance is a balanced situation in two demands where work and life of an individual are the same, where work-life balance in the view of employees is the choice of managing work and personal obligations or family responsibilities. Whereas in the view of work-life balance companies it is a challenge to create a supportive culture in the company where employees can focus on their work while at work.

Fisher, Stanton, and Gavin (2003) stated that the work-life balance dimensions, namely:

a. WIPL (*Work Interference With Personal Life*)

This dimension refers to the extent to which work can interfere with an individual's personal life. For example, working can make a person difficult to manage time for his personal life.

b. PLIW (*Personal Life Interference With Work*)

This dimension refers to the extent to which an individual's personal life disrupts his work life. For example, if an individual has a problem in his personal life, this can interfere with the individual's performance at work.

c. WPLE (*Work or Personal Life Enhancement*)

This dimension refers to the extent to which work can improve the quality of an individual's personal life and the extent to which personal life can improve the quality of work.

Job Satisfaction

According to Spector (2000), job satisfaction is a person's feeling about their work and different aspects related to their work. These feelings revolve around the preference (satisfaction) or dislike (dissatisfaction) of someone towards their work. Howell & Dipboye (in Munandar, 2004) also provide a similar definition that job satisfaction is the result of the overall degree of liking or dislike of work on various aspects of his work. In other words, job satisfaction reflects the attitude of the workforce towards their work. According to Spector (2000) explains that global job satisfaction can be obtained by adding up the overall level of satisfaction with aspects of work. There are nine aspects of job satisfaction, namely:

- a. Salary: individual satisfaction with salary received and salary increase
- b. Promotion of individual satisfaction with promotion opportunities
- c. Supervision: individual satisfaction with superiors
- d. Allowances: individual satisfaction with the benefits provided by the company
- e. Contingent rewards: individual satisfaction with non-financial rewards given due to good performance shown by individuals at work
- f. Work procedure: individual satisfaction with the rules and procedures that apply in the organization
- g. Job characteristics: aspects that measure job satisfaction on things related to the work itself.
- h. Co-workers: individual satisfaction with the type of work performed
- i. Communication: individual satisfaction with communication that exists in the organization.

Hypothesis

There is an effect of work-life balance on job satisfaction on front office bank employees.

Research methods

This study uses a quantitative approach that is regression or influence, namely to determine the influence of independent variables to the dependent variable. Subjects in this study consisted of 106 employees in

banking sector. Measuring tool used in this research is with questionnaire. The questionnaire is a data collection technique used by giving a written statement to respondents to answer (Sugiono, 2009). The measurement technique in this research use likert scale measurement. Pasolong (2012) states that Likert scale is a measurement used to measure attitudes, opinions and perceptions of a person or group of people about social phenomena. The scale of work life balance is structured with three dimensions by Hayman (dalam Suryani, 2017). The scale for job satisfaction is structured with nine aspect by Spector (in Saputra, 2017). . The validity of this research uses the estimated or estimated content validity by testing the feasibility or relevance of test contents through rational analysis by the competent panel or through the expert judgment which in this research is conducted by the supervisor and reliability measurement technique in this research using Cronbach Alpha analysis (Azwar, 2014). Hypothesis testing in this study using simple linear regression analysis with the help of IBM SPSS Statistics program.

Research result

This research use try out method used. The process of data retrieval is done in two ways, namely the dissemination of data directly to the respondent and some data obtained through the help of online media. This questioner is given to bank employees who work in the front office randomly through social media such as personal Instagram and whatsapp. The reliability test of this research instrument will use reliability analysis with Alpha Cronbach technique. Reliability testing using SPSS 20 assistance software. It is said to be reliable and can be processed in the next stage if the coefficient value is $r > 0.7$.

Table 1. Reliability Test Results

Variabel	Cronbach's Alpha	N of item
Work-Life Balance	0,889	17
Job satisfaction	0,939	34

Based on the two tables above it is known that the value of Cronbach's Alpha for the item statement of Work-Life Balance variable and job satisfaction in this study is 0.889 and 0.939. It can be concluded that statement items for work-life balance and job satisfaction variables are declared reliable.

Based on hypothesis test results note that the significance value of 0,000 ($p \leq 0,05$). This means there is an effect of work-life balance on job satisfaction is very significant in the front office bank employees, and the results can be trusted to be used as a measuring tool because $\leq 0,05$ so that the hypothesis accepted.

Based on regression test results also obtained R Square value of 0,466 (46,6%). This means that work-life balance has an influence of 46,6% to job satisfaction variables, while the remaining 53,4% is another factor outside the research.

This condition can affect respondents that when two demands on work as front office bank employees are like, must always be ready to serve customers with various personality, able to provide comfort and security during service characteristics, giving the best impression in order to maintain the name of the company and not include personal problems during working hours can be done in a balanced manner so that job satisfaction can be felt.

The results of this study support the research of Nurendra & Saraswati (2016) explaining that work-life balance on employees can help employees to face two or more demands or more that must be met and be able to help employees maintain the pleasant and positive feelings that employees have towards their work, then also have a positive effect on employee job satisfaction. This study also supports the results of Ganapathi (2016) and Nurendra & Saraswati (2016) that work-life balance can affect job satisfaction in employees.

The results of Maslichah & Hidayat (2016) research on the effect of work-life balance on employee job satisfaction obtained significant results. Further explained by Hutcheson (2012) that work-life balance is a form of individual satisfaction in achieving the balance of life in his work. The better implementation of the work-life balance program and the support of a work environment that is in line with employee expectations can improve employee job satisfaction.

Based on the results of the mean empirical job satisfaction, the sample of the research shows that the job satisfaction of bank employees who work in the front office is in the medium category. This shows that respondents in the study have good job satisfaction with the organization where they work.

Conclusion

Based on the results of research, hypothetical proposed in this study accepted, this means there is influence of work-life balance on job satisfaction is very significant at the front office bank employees. Variable of work-life balance have influence equal to 46,6% to job satisfaction variable, while the rest equal to 53,4% is another factor outside the research.

The higher the work-life balance then the higher job satisfaction, as well as the lower work-life balance and the lower job satisfaction. This can happen because people who are able to balance two demands on work and personal life tend to be able to divide their time, be able to maintain their emotions and responsibilities in work and personal life can be solved properly.

Suggestion

Based on the results of the research and discussion carried out, by integrating work life balance on job satisfaction in the employee's bank section, suggestions can be given:

1. For Employees

Researchers expect bank employees to manage work-life balance and maintain it so that it will affect job satisfaction.

2. For Companies

Researchers hope that the company can be wiser in addressing employee job satisfaction, because the achievement of job satisfaction through work-life balance can support the achievement of company goals.

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