



The Effect Of Work-Life Balance On Job Satisfaction: Literature Review

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Abstract

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Concept of work has been changed, work from the office to work from home and now into a hybrid working combination of work from home and work from office is the result of the COVID-19 pandemic which drastically changed work trends. LinkedIn talent drivers survey June 2021 reported most priorities for an employee are work-life balance, compensation and benefits, colleagues and culture. Work-life balance was already the overall first priority for employees at the beginning of the pandemic and it's only grown more important as remote work becomes more common. This study aims to conduct a scientific study of the role of work-life balance on job satisfaction. The method in this study is a literature study based on previous research with criteria that are in accordance with the research variables which is work-life balance on job satisfaction. Company participations to create work-life balance is substantial. The company must know to see how importance work-life balance for their employee and be able to fulfill needs of employees explicitly or implicitly Flexible working hours are important for employees. Being able to divide time between work life and personal life so they can be productive at work and feel job satisfaction in and employee loyalty created.

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1. Introduction

The Covid-19 pandemic since the end of 2019 which has shaken the world has changed people's lives and behavior. Face-to-face activities, gathering and chatting must be replaced with virtual activities using technology as a form of adjustment in a pandemic situation. The change in the concept of work from the office to work from home and now into a hybrid working combination of work from home and work from the office is the result of the COVID-19 pandemic which drastically changed work trends. Working from home, research has found, can boost employee productivity, improve work-life balance and foster better mental health.

Portugal is one of the countries that is focused and serious in implementing a healthier work-life balance. In 2021, the Portuguese Parliament passed a law requiring employees to work from home without any interference from superiors at the company when working hours have ended. Other countries in the European Union have also implemented the same rules and give employees the right not to respond to work calls outside of working hours to maintain a balance in their personal lives. Work-life balance is how a person can balance the demands of work with personal and family needs (Schermerhorn, 2005). Greenhaus (2003) on Ronduwuwu et al (2018) define work-life balance as a condition when a person experiences a balance of attachment and satisfaction in his role as a worker and his family. The indicators to measure work-life balance according to McDonald et al. (2005) on Ronduwuwu et. al. (2018) are:

- 1) Time Balance refers to the amount of time given by individuals both for work and things outside of work.
- 2) Involvement Balance refers to the amount or level of psychological involvement and commitment of an individual in his work and things outside his job.
- 3) Satisfaction Balance refers to the total level of satisfaction of an individual with his work activities and things outside his job.

Work-life balance for employees can help employees to face two or more demands that must be met by employees and can help employees maintain pleasant and positive feelings that employees have towards their work which will then have a positive effect on employee job satisfaction. Job satisfaction is very important to



examine work-life balance because the role of an employee in his work is a very important aspect of personal life.

LinkedIn talent drivers survey June 2021 reported most priorities for an employee are work-life balance, compensation and benefits, colleagues and culture. Work-life balance was already the overall first priority for employees at the beginning of the pandemic and it's only grown more important as remote work becomes more common. According to Hasibuan (2009:202) in Maslichah and Hidayat (2017), job satisfaction is an emotional attitude that is pleasant and loves work that is felt by employees. This attitude can be reflected in work morale, discipline, and work performance achieved by employees. High satisfaction will create a pleasant working atmosphere and will encourage employees to get the achievement. According to Sutrisno (2010) on Rondowuwu et al (2018) the factors that can affect job satisfaction are Psychological Factors, Social Factors, Physical Factors and Financial Factors.

Work-life balance is the balance of life in the work of each individual. Work balance is an important factor that can support increased job satisfaction. Hutcheson (2012: 5) in Maslichah and Hidayat (2017) reveals work-life balance is a form of satisfaction for individuals in achieving work-life balance. For this reason, the company must take action to create a work-life balance program that can be applied in a company so that employees can carry out their duties and obligations properly and will increase job satisfaction. Research conducted by Maslichah and Hidayat (2017) states that partially work-life balance variables have a significant effect on job satisfaction. Other research also states that Work-Life Balance simultaneous effect on job satisfaction of employees (Ganapathi, 2016). This study aims to conduct a scientific study of the role of work-life balance on job satisfaction.

2. Method

Denney and Tewksbury (2013) define a literature study as a series of activities related to the methods of collecting library data, reading and taking notes, and managing writing materials. The search was conducted using Google Scholar using keywords, namely Work-Life Balance on Job Satisfaction. The articles used in this study amounted to 14 with the following details:

TABEL 1
RESEARCH ARTICLE

No	Researcher, Year, Journal	Title	Variable
1	Diah Lailatul Qodrizana, Mochammad Al Musadieq Jurnal Administrasi Bisnis (Jab) Vol. 60 No. 1 Juli 2018	The effect of work-life balance toward job satisfaction research on women employee in Yayasan Insan Permata Tunggulwulung Malang	Time balancing (X1) Involvement balance (X2) Satisfaction balance (X3) Job satisfaction (Y)
2	Dian Intan Tangkeallo, Cam Journal: Change Agent For Management Journal Volume 2, No.2, October 2018.	The effect of work-life balance and compensation on employees' work satisfaction and performance in Lakipadada Regional PublicHospital of Tana Toraja Regency	Work-life balance (X1) Compensation (X2) Work Satisfaction (Y1) Employee Satisfaction(Y2)
3	Nur Intan Maslichah Kadarisman Hidayat Jurnal Administrasi Bisnis (Jab), Vol. 49 No.1 August 2017	The effect of work-life balance, physical work environment, non-physical work environment, and job satisfaction	Work-life balance (X1) Physical work environment (X2) Nonphysical environment (X3) Job satisfaction (Y)
4	Ryan Rene, Sari Wahyuni Jurnal Manajemen dan Bisnis Sriwijaya (Jmbs) Vol.15 No.4 2017	The effect of work-life balance on organization commitment, work satisfaction and work motivation on employee performance at assurance corporation in Jakarta	Work-Life Balance (X1) Organization commitment (M1) Work satisfaction (M2) Work motivation (M3) Employee performance (Y)
5	M. Ramadhoni Azdanal, Fakhry	The Effect of Work-Life	Work-Life Balance (X1)

No	Researcher, Year, Journal	Title	Variable
	Zamzam, Neny Rostiati Integritas Jurnal Manajemen Profesional (Ijupro), Volume 2, No. 2 Edition July 2021	Balance Organizational Climate and Rewards during the Covid 19 Pandemic on Job Satisfaction of PT BNI (Persero) Tbk KCU Palembang	Reward (X2) Job Satisfaction (Y)
6	Mei wulandari, Hafid Kholidi Hadi. Jurnal Ilmu Manajemen Volume 9, No. 2 Jurusan Manajemen Fakultas Ekonomika dan Bisnis Universitas Negeri Surabaya	Job satisfaction as an intervening variable between work-life balance affects employee performance through job satisfaction	Work-Life Balance (X1) Job Satisfaction (X2) Employee Performance (Y)
7	Fenia Annamaria et al. Jurnal Administrasi Bisnis Vol. 7. NO. 2, 2018	The effect of work-life balance on job satisfaction of the employees at the Hotel Sintesa Peninsula Manado.	Work-Life Balance (X) Job satisfaction (Y)
8	Renaldo R. Lumunon, Greis M Sendow, Yantje Uhing Jurnal EMBA Vol.7 No.4 July 2019, page 4671-4680	The influence of work-life balance, occupational health and workload on employee job satisfaction PT. Tirta Investama (Danone) Aqua AirMadidi	Work-life balance (X1) Occupational health (X2) Workload (X3) Job satisfaction (Y)
9	Hanisa Putri Pratama, Iwan Kresna Setiadi Business Management Analysis Journal (Bmaj). Vol. 4 No. 2 October 2021	The influence of work-life balance on employee satisfaction of the millennial employee's generation in Jakarta	Work-Life Balance (X) Job satisfaction (Y)
10	Tekni Megaster, Fida Aruming Tyas, Amelia Trisavinaning Diah. Comparative: Ekonomi dan Bisnis, Vol.3 (No.1), 2021	The influence of Work-Life Balance and Burnout on employee job satisfaction at CV Nusantara Lestari	Work-Life Balance (X1) Burnout(X2) Job satisfaction (Y)
11	Sofiya Ningsih, Tristiana Rijanti Jurnal Manajemen - Vol. 13 (2) 2021, 315-323	The influence of personality, work-life balance, and organizational culture on job satisfaction	Personality (X1) Work-Life Balance (X2) Organizational culture (X3) Job satisfaction (Y)
12	Ghinayati Rodhiyatu Aliya, Romat Saragih JIMEA: Jurnal Ilmiah MEA (Manajemen, Ekonomi, dan Akuntansi) Vol. 4 No. 3, 2020	The effect of work-life balance, work environment, and employee's on job satisfaction at the Telkom Regional III West Java Division of PT Telkom.	Work-Life Balance (X1) Work environment (X2) Job satisfaction (Y)
13	Maryo Wildo Wenno Jurnal Maneksi Vol 7, No. 1, June 2018	The Relationship Between Work-Life Balance and Job Satisfaction Employee at PT PLN Ambon Area	Work-Life Balance (X1) Job satisfaction (Y)
14	Dewi Shabrina, Ika Zenita Ratnaningsih Jurnal empati, volume 8, no.1 January 2019	The Relationship Between Work-Life Balance and Job Satisfaction Employee PT. Pertani (Persero)	Work-Life Balance (X1) Job satisfaction (Y)
15	Lyka R. Lagrana, Ma. Johanna Ann R. Bayoneta Philippine Social Science Journal	The Relationship between Job Satisfaction and Work-Life Balance of Non-Standard	Work-Life Balance (X1) Job satisfaction (Y)

No	Researcher, Year, Journal	Title	Variable
	Volume 4 Number 1 January-March 2021	Employment (NSE) Workers of a Manpower Agency	
16	Fartun Ahmed Sheikh Mohamud Research Article Volume 12:5,2021 Journal of Business and Economics	Effect of Work-Life Balance on Job Satisfaction of Female Employee in Health Sector, Mogadishu, Somalia	Work-Life Balance (X1) Job satisfaction (Y)
17	Irawanto, Dodi Wirawan, Khusnul Rofida Novianti, and Kenny Roz. 2021. <i>Mdipi Economies</i> 9: 96.	Work from Home: Measuring Satisfaction between Work-Life Balance and Work Stress during the COVID-19 Pandemic in Indonesia	Work-Life Balance Work from home Work stress satisfaction

3. Result and Analysis

Satisfaction balance is one of important factor for employees because by paying attention to these conditions the employee will able to balance well the role between work in the office and personal life or be known as work-life balance. Research results at PT. Pertani that employees can already divide time and roles between job demands and personal life. Qodrizana et al. (2018) says, the realization of time balance at the Insan Permata Foundation can be seen while employees are still able to carry out some duties with the family. Shabrina and Ratnaningsih, (2019: 29) stated that the company has provided time flexibility when working, it can reduce stress levels for employees and reduce conflicts that can occur inside and outside the office. In line with the opinion of McDonald dan Bradley (2005) on Ramadhani (2013) that the expected result with time balance is to increase concentration, productivity, job satisfaction, better time organization and reduce stress

Wulandari and Hadi (2021), work-life balance has a significant positive effect on job satisfaction. This shows that the work-life balance provided by PDAM Giri Tirta, Gresik Regency Menganti Branch to employees will increase employee job satisfaction. The company provides good opportunities to always be involved in the work environment and personal or family environment, the company also pays attention to the needs of employees ranging from physical and psychological factors, for example with health insurance and job descriptions that are clear and not so burdensome so that employees do not feel burdened at work and can do the job as much as possible according to the standards of quality expected by the company, which leads to job satisfaction. The implementation of involvement balance for female employees of the Permata Insan Foundation can be identified by the activities they participate in outside of work such as family, hobbies and activities outside those related to work so that they have mutually supportive roles (Qodrizana et al. 2018). Aliyah and Saragih (2020), work-life balance has a significant influence on employee job satisfaction of PT Telkom Telkom Regional III West Java Division. The dimension of involvement balance with the highest indicator is that employees are committed to their families. This statement shows that the employees of PT Telkom Telkom Regional III West Java have a very good balance between their personal lives and work (work-life balance).

Pratama and Setiadi (2021), millennial employees who work in startup companies, mostly have a high level of job satisfaction followed by a high work-life balance. This can be seen from how the life and regulations of the startup company itself are where startup companies have organizations that are flexible enough for their employees, such as the work from home program, the concept of a co-working space office, namely a workspace that is not limited by space or partitions. so that all employees can easily interact with each other. In addition, other factors such as supporting office facilities such as facilities for worship, for sports, even facilities for calming down and resting where employees can sit back, play games, or even take a nap. Following Rondonuwu's research (2018), work-life balance influences employee job satisfaction at the Sintesa Peninsula Hotel Manado. The link between work life balance and job satisfaction can actually be achieved when the organization supports the creation of a work life balance. The balance of satisfaction at the first human foundation can be seen when employees have feelings of pleasure with work and with their families so that if employees are happy with their roles in work and family, it will increase job satisfaction (Qodrizana et al. 2018).

Lumunon (2019), stated that the results of the analysis for the Work-life balance variable obtained no significant effect on job satisfaction. Based on the respondent's answers, having a dominant working

period of 5 to 10 years and some under 5 years indicates that motivation is still not optimal in balancing work and personal life, namely balance in terms of time, balance in terms of involvement and balance in terms of satisfaction being carried out by employees so that it is not significant to job satisfaction. According to Ningsih and Rijanti (2021), Work-life balance has a positive and significant effect on job satisfaction. Employees who have a working period of 11-15 years can divide their time for work and personal life. The length of time an employee serves a company shows that employees can work optimally so that job satisfaction arises and ultimately employee loyalty is created.

Azdanal et al (2021) researched PT. Bank Negara Indonesia (Persero) Tbk KCU Palembang which stated work-life balance on job satisfaction. Important for PT. Bank Negara Indonesia (Persero) Tbk KCU Palembang maintains the social life of employees so banks must provide a balance of life to employees so that their work satisfaction is better. According to Rene & Wahyuni (2018), work-life balance has a significant positive effect on job satisfaction. The results of this study indicate that employees at the insurance company consider that work-life balance can increase their job satisfaction proven by research conducted Megaster et al (2021), work-life balance has a positive and significant effect on job satisfaction.

4. Conclusion

Company participations to create work-life balance is substantial. The company must know to see how importance work-life balance for their employee and be able to fulfill needs of employees explicitly or implicitly Flexible working hours are important for employees. Being able to divide time between work life and personal life so they can be productive at work and feel job satisfactionin and employee loyalty created.

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