

## **ANALYSIS OF THE IMPACT OF WORK LIFE BALANCE ON EMPLOYEE JOB SATISFACTION AT MANHATTAN HOTEL JAKARTA**

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**Abstract** - Human resources that have good performance and productivity are in demand in the hospitality industry. While the hospitality industry operates 24 hours a day. Working hours and holidays earned by employees vary depending on the rate of housing and the events that take place in the hotel industry. This can lead to an imbalanced situation for employees. The study aims to analyze the impact of work-life balance on employee job satisfaction in Manhattan Jakarta. The type of research used is a quantitative descriptive approach. The variables in this study are Work Life Balance and Employee Job Satisfaction, as far as the sample in this research is 100 respondents using a questionnaire. The sampling methods used in this study are non probability samplings. Data analysis methods used include descriptive statistical analysis, classical assumption tests such as normality tests and heteroskedasticity tests, simple linear regression analysis, T test hypothesis tests, determination coefficient tests. Processed using SPSS version 29. The results of this study showed that the work-life balance had a significant impact on job satisfaction of 72.1% and the remaining 27.9% were influenced by other variables not studied in this study.

**Keywords** - Work Life Balance, Job satisfaction, employee, Hotel

### **INTRODUCTION**

The World Tourism Organization defines tourism as a social, cultural, and economic phenomenon that involves the movement of people to a country or place outside the environment usually for personal, business or professional purposes. In support of tourism activities requires support from various stakeholders one of them is the hospitality industry, with the high interest of tourists coming to an area the need for accommodation is increasing in connection with the variation of tourist wishes in choosing accommodation. According to Kemenparekraf there were 895,121 foreign tourist movements recorded by the Central Statistical Agency of Indonesia in December 2022. This includes 767,173 visits of visitors entering the country through the main entrance and other entrances (85,71% of the total visits) and 127,948 visits by visitors who enter the country via other border entrances (14,29% of the overall visits). If compared to the total December 2021 visitors of 163,619 visitors, then there is an increase of 447,08%. This shows the high interest of the tourists of Mancanegara to end the country because of the richness of nature, history and culture becoming a special attraction for tourists. The hospitality industry has become one that has an important role to play in meeting the needs of tourists during the tourist journey, the level of star hotel accommodation

According to statistics from Statistics.go.id (2023) that by December 2022, the average number of star hotels in Indonesia was 56.9%. This figure increased from the previous month of 54.41% to 2.49%. The number of four star hotels was the highest in December 2022 of 62.71%. The position was followed by five star hotels with the number of hotels of 61.33%. The rate of three and two star hotels of 56.42% and 50.95%, respectively. Meanwhile, the rate of one star hotel is the lowest of 37.18%. For the rate for star hotel rooms of January 2023 of 44.86%. The value is down 12.04% compared to December 2022. In running a hospitality business, managers have their own strategies to compete and consistently meet the needs of tourists. Human resources are an important factor in achieving the success of an organization. Every organization needs a qualified human resources, have a good performance and loyalty to the company, with the advantages possessed by employees will bring the company to its best level.

The hotel industry is more than just providing accommodation, according to the American Hotel and Motel Associations (AHMA) hotels are defined as places that provide accommodations, food and beverages and other services, for rent to people as well as guests who want to stay temporarily.

The variety of products and services provided by the hospitality industry, making this industry always innovate in delivering customer satisfaction, the Hospitality Industry operates 24 hours a day, this makes the human resources that work regulated according to the work schedule alternately, the higher the rate of housing and events that take place in hospitality industries requires also high performance, this can potentially make the working hours less balanced. Employment Act No. 13 of 2013 regulates the mandatory working hours of workers in Indonesia, the appropriate working hours and holidays are employees' rights. One factor in employee productive performance is the balance between personal life and work itself. Workers who balance have an impact on both health and the company. Darko-Asumadu,

et al., (2018) said that should understand the relationship between a healthy work life balance and improved output, better performance, and happier workers.

Giving a balance between working hours and personal affairs makes employees job satisfaction one of the impact loyalty to the company. Job satisfaction according to Kotler (2002) is a person's feeling after comparing performance or results perceived with expectations. One of the hotels that is in Jakarta always striving to provide the best products and services to its customers is Manhattan Hotel Jakarta, located in the Kuningan area of Jakarta as one of the business centers making this hotel one the best choice for travelers with a variety of destinations either holiday or business. It has 255 rooms with presidential suite, ambassador suite, executive suite, Manhattan suite, mars and venus suites, executive and deluxe. Facilities include Swimming pool, Gym and SPA, Business Center and meeting rooms. The strategic location and equipped facilities make it one of the best choices when visiting Jakarta. Resources are expected to be adapted to the needs of the activity they have, on the other hand, human resources that are assigned responsibility is expected to balance between personal and work needs in achieving labor productivity and employee loyalty. According to the employment law, employees work 8 hours a day or 40 hours a week. According to the information obtained, there are some departments that often get overtime at times of high employment rates, although overtime employees are still paid as they should, employee balance of work can affect the turn over employees.

According to Isni et.al., (2022) there is an influence of the division of working time on the balance of working life, job satisfaction and employee retention. Problems of work life balance where there is the assumption that there is not enough time for the worker to regulate personal responsibilities. Research is needed to find out the work life balance of Manhattan hotel employees on employee satisfaction, so that management knows the employee's satisfaction is related to the productivity of performance that will be produced in achieving the organization's goals.

## LITERATURE REVIEW

Work-life balance according to Katherine Lockett in Hastuti (2018) is an individual's need in order to a balance between work and life outside of work. A successful balance requires the ability to allocate time and energy between work and family. Work-life balance is a state of satisfaction in which one feels sufficient in all aspects of his life, as described by Hudson in Nadira (2019). Here are the indicators used to evaluate work-life balance: Time Balance, Time balance refers to the amount of time given to work and the role outside work. Involvement balance The concept of balanced involvement refers to a mental state in which a person has a similar commitment to his/her work and personal life. Satisfaction Balance refers to the level of satisfaction at work and outside work.

According to Hasibuan (2017:202), a happy worker is someone who enjoys his job and is proud of his work. Morality, discipline, and productivity at work are indicators of this mentality. Job satisfaction can be experienced both at work and outside, or in mixed environments. Thus, according to Afandi (2018:74), job satisfaction is a positive workforce attitude that involves emotions and behavior towards work through judgment of one's work as respect in completing one of the main values of the job. The indicator for measuring job satisfaction covers five aspects, one of which is: The job, in this aspect measures the satisfaction of the job with matters related to the job itself. Salary, measuring the satisfaction of work by the salary he receives by the increase of salary equal to the work he has done. Promotion, this aspect measures the extent to which employee job satisfaction is related to promotion opportunities. Supervisor, in this aspect measures employee satisfaction with supervisor or supervisor. Co-workers, This aspect measures employee satisfaction in relation to the relationship with a co-worker.

## METHODS

Methods The types of research used are quantitative descriptive, variables used independent work life balance and employee satisfaction dependencies, types of data used primary from questionnaires and secondary from journals, articles as well as previous research. The population in this study is the total number of employees still active by 2024, the sample used is a representative of the proportion of the population determined by the Slovin formula.

$$n = \frac{N}{1 + Nc^2}$$

Description:

n: Number of Samples N : Number of Populations

E : Constant (% standard tolerable error rate for a sample withdrawal, in this case using the error rate of 5%) Using the above formula then the sample required in this study is 100.

The sampling method is performed with non-probability samplings using purposive samplers. The measurement scale in this study uses likert. Operational variables in this study In this study, deducted

indicators and instruments measurement of independent variables namely work-life balance (X) and dependent variables that are employee satisfaction (Y).

Methods of analysis in this research, descriptive analysis, testing research instrument validity and reliability. A simple linear regression test, a hypothesis test, and finally a determination coefficient test. Determination Coefficient Test (R<sup>2</sup>).

Table 1. Operational variabel

Variable	Indicators	Scale of measurement
Work life balance	<ul style="list-style-type: none"> <li>• Time balance</li> <li>• Balance of engagement</li> <li>• Satisfaction balance</li> </ul>	Likert
Employee job satisfaction	<ul style="list-style-type: none"> <li>• Satisfaction</li> <li>• Job</li> <li>• Wage</li> <li>• Promotion</li> <li>• Supervisor</li> <li>• Colleagues.</li> </ul>	Likert.

Source: Processed researchers (2024)

## RESULTS AND DISCUSSION

Characteristics of respondents based on gender 65 men and 35 women. Respondent characteristics based on age range 18-24 30 people, 25-31 21 people, 32-38 39 people and over 39 years of age 10 people. Response characteristics are based on length of work under 1 year 25 people, 1-2 years 60 people, over 2 years 15 people. According to the National Population and Family Planning Agency (NPCB), the ideal age for marriage for women is 21 (twenty-one) years and for men is 25 (two-five) years. It can be concluded that the predominant employee who works at Hotel Manhattan Jakarta is married and is at the ideal age to get married, the balance of time for personal and work needs is essential as well as the attachment of responsibility.

Descriptive analysis of the work life balance variable as an independent variable.

Table 2. Descriptive analysis of the work life balance

Indicators	Statement	N	Mean	Interpretation
Time Balance	1,2,3,4	100	3,35	Middle
Being Balance Engagement	5,6,7,8	100	3,97	High
High Satisfaction Balance	9,10,11	100	3,89	High
<b>Total</b>			<b>3,73</b>	<b>High</b>

Source: Processed researchers (2024)

On the basis of the descriptive data on the work life balance variable, the lowest average average is on the Time Balance initiator with a figure of 3.35 with the meanest and highest interpretation on the involvement balance indicator and the average total variable is 3.61 with the High Interpretation, it can be concluded that the employee gives a moderate assessment on the time balance indicators and high on the engagement indicators. Descriptive analysis of employee satisfaction variables

Table 3. Employee job satisfaction variable descriptive data

Indikator	Statement	N	Mean	Interpretation
Jobs	12, 13, 14	100	3,33	Middle
Wages	15,16,17,18	100	3,50	High
Promotion	19,20,21	100	3,60	High
Supervisor	22,23,24	100	3,80	High
Co-workers	25,26,27,28	100	3,35	High
<b>Total</b>			<b>3,51</b>	<b>High</b>

Source: Processed researchers (2024)

Based on the descriptive data on the employee satisfaction variable, the indicator obtaining the lowest average value of the job is 3.33 with the average interpretation and the highest observers are at the average of 3.80 with the high interpretation as well as the overall average of the variable is at the figure 3.51 with the higher interpretation. It can be concluded that employees give the lowest value on jobs and the highest on supervision.

Based on the validity test carried out the entire instrument is declared valid because R calculation is larger than R table, where R table is  $Df = (N-2)$  with a significance of 0.05  $Df = (100-2) 98 = 0.196$ .

The realism test results of the two variables were declared reliable because the Alpha Cronbach value was above 0.6. The work life balance variable value was 0.812 and employee satisfaction value 0.850. Classical Assumption Test Normality Test Results One-sample Kolmogorov-smirnov test with SPSS variable work life balance and employee satisfaction greater than 0.05 stated normal distribution. The results of the heterocedacity test with the use of a gliser test showed that there was no heterocadacity. This proved a significance value of 0.055 greater than 0.05. Thus, it can be concluded that there is no heteroskedastisity in the regression model.

Based on the results of the SPSS output in the table above, it is possible to identify the regression equation as follows:  $Y = 9,251 + 0,838 X$  a) The value of the constant = 9.251 can be understood that the work life balance (X) is zero then employee satisfaction (Y) is 9.251. b) The regression coefficient of the working life balance(X)  $b = 0.838$  dapt means that if work life equilibrium (X), increases by one then the employee's satisfaction increase (Y), will also increase by 0.838.

The results of the hypothesis test of the t test conducted in this study obtained the value of the work life balance variable (X) with Thitung greater than Rtable of 15,925 and significance of 0,00. Since Thitung is greater Than Rtable ( $15,925 > 1,982$ ) and significant is less than 5% (0,050) then Ha accepted and H0 rejected. It can then be concluded that the work life balance (X) has a significant influence on employee job satisfaction. (Y). Determination coefficient test Results of determination coefficient tests obtained in the study

Table 4. Determination coefficient test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,849 <sup>a</sup>	,721	,718	5,19337

Source: Results of SPSS data processing, 2024

The model summary table resulting in a square R value of 0.721, it shows that as much as 72.1% of the variable Work life balance (X) has an influence on employee job satisfaction (Y) and the remaining 27.9% is influenced by other factors not studied in this study.

## CONCLUSION

The discussion in this study aims to analyze the impact of work-life balance on employee satisfaction at Manhattan hotel Jakarta. Based on the results of the descriptive statistical analysis test in table 1 obtained the total mean of the work-Life balance variable of 3.73 and classified high. This shows that employees rated high the work life balance well performed at Manhattan hotel in Jakarta. And the results from the statistical analytics test on table 2 obtain the total average of employee job satisfaction variable at 3.51 and classificated high, This indicates that employees give a high rating to employee employee's satisfaction with the work at manhattan Hotel Jakarta.

According to the results of the study, the number of male respondents is higher than that of female respondents. The number of respondents with varying ages is the most dominant in the age range 32-38. Based on married status, respondents who have marital status are 55 and unmarried status are 45. Based on the results of the simple linear regression test it is also explained that the work life balance variable (X) on employee satisfaction (Y) has a significant influence.

This research gives an idea that a company should understand if an employee does not only perform duties, positions, and all the problems within his job, but also other things outside his job. An employee who implements a good balance of personal life and work will motivate his work as well as be productive. The findings are also supported by a previous study conducted by Barus (2022) entitled "Work-life balance on job satisfaction in tourism workers in Maumere". Based on the research, it can be concluded that there is an influence of work life balance on job satisfaction. True job satisfaction can be achieved when the organization supports the work-life balance.

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