



ABSTRACT

There are thousands of studies that study the factors that affect work productivity. Most studies take private companies as the research context. In this study, the researchers conducted a study on government employees who are generally considered to have lower productivity than the private sector. The question is, does this assumption apply to local governments that provide high welfare to their employees? To answer this question, the researchers deliberately selected 144 local government employees specifically for the capital city of Jakarta. Data were collected using a questionnaire distributed through electronic media. The dependent variable is work productivity, and the independent variable is work-life balance and job satisfaction. SEM analysis using SmartPLS 3.0 shows that work-life balance has no direct effect on work productivity. The effect of work-life balance on work productivity occurs through job satisfaction. In this relationship, job satisfaction plays a full mediation role.

Keywords:

Work-life balance, work satisfaction, employee productivity, government employees

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Research Article

The effect of work-life balance and work satisfaction on work productivity of employees of the Special Capital Region of Jakarta

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INTRODUCTION

The Asian Productivity Organization (2019) noted that Indonesia was ranked fifth in labor productivity in ASEAN. Meanwhile, according to the Central Statistics Agency, many Indonesian workers have low levels of education, minimum wages, and high working hours. The question is, are these factors causing the low productivity of Indonesian workers?

Many studies investigate the factors that affect work productivity. Two of these factors are work-life balance and job satisfaction. Theoretically, it can be said that both affect work productivity. As stated by Simamora (2004), developing and maintaining the quality of work-life and job satisfaction and improving the contribution of employee productivity is one of the efforts to achieve organizational goals.

The problem is that the results of research on this issue vary. The meta-analysis conducted by Wong et al. (2020) on 202 studies found that work-life balance is not fully correlated with organizational performance. According to them, of the six dimensions of organizational performance, only career motivation, employee attendance, employee recruitment, and employee retention are associated with work-life balance. Two more dimensions, namely organizational commitment and productivity, are not associated.

Research on the relationship between job satisfaction and productivity is abundant. The meta-analysis conducted by Davar and RanjuBala (2012) and Katebi et al. 2022 found that their relationship was only in the medium category. In other words, there are variations in the relationship between the two variables from low to high.

The inconsistency of the effect of work-life balance and work satisfaction on work productivity is the background of this research. In addition, previous studies were generally conducted on private employees. What is interesting is what about government employees?

The contribution of this research is the context of specific research, which was conducted on local government employees specifically for the capital city of Jakarta. The research objectives are determine the effect of work-life balance on employees' work productivity, work-life balance on employee job satisfaction, and job satisfaction on employees' work productivity.

LITERATURE REVIEW

Work-Life Balance

Work-life balance, according to Hudson (2005), is the level of satisfaction associated with different roles in one's life. Work-life balance is commonly connected with maintaining a sense of equilibrium in all parts of one's life. Work-life balance, according to Hutcheson (2012), encompasses more than just time; it also includes feeling good about one's degree of involvement in both work and non-work responsibilities.

According to Lockwood (2003), work-life balance is a state of equilibrium between two demands, namely work and personal circumstances. Work-life balance, according to Delecta (2011), is the ability of a person or individual to complete tasks at work while being committed to their family and other responsibilities outside of work.

McDonald et al. (2005) describe work-life balance as how individuals feel pleased and involved in a balanced way in their job and other lives outside of work.

Based on the concepts above, work-life balance is defined as a person's capacity to separate personal interests from work interests without interfering with the job that is established by their place of employment.

Four fundamental components form a measuring instrument in work-life balance, according to Fisher-McAuley et al. (2003; 2009): time, behavior, strain, and energy. The quantity of time spent working versus time spent on other things outside of work is referred to as time. Based on a person's belief that he can achieve his job and personal goals, behavior involves activities to achieve those goals. Anxiety about missing important personal activities and trouble maintaining attention are symptoms of strain.

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Because energy is a finite resource for humans to attain their goals, those who lack the energy to complete activities may experience increased stress.

Dimensions of Work-Life Balance

Work-life balance, according to Hudson (2005), has multiple dimensions or aspects: time, engagement balance, and satisfaction balance. Time balance refers to allocating equal amounts of time to work and family responsibilities. Equal levels of psychological participation in job and family roles are defined as involvement balance. Equal degrees of happiness with job and family roles are defined as satisfaction balance.

According to Fisher (2003; 2009), there are four components to work-life balance that can be used to design assessment instruments. Following the invention of these measuring equipment, the things were divided into four dimensions:

- (1) WIPL (Work Interference with Personal Life) that refers to how work can interfere with an individual's personal life.
- (2) PLIW (Personal Life Interference with Work) that reflects the extent to which an individual's personal life interferes with his work life.
- (3) PLEW (Personal Life Enhancement of Work) that states how a person's personal life can improve individual performance in the world of work.
- (4) WEPL (Work Enhancement of Personal Life) that discusses the extent to which work can improve the quality of an individual's personal life.

Effect of Work-Life Balance

According to Hudson (2005), achieving work-life balance results in a variety of outputs split into two categories: outputs connected to work or careers and outputs unrelated to careers. The following are the functions of work-life balance in the realm of work or career:

(1) Job Satisfaction

Work-life balance is strongly linked to job happiness, according to numerous research. Employees that have a good work-life balance are more satisfied with their jobs.

(2) Commitment to Organization

Employee commitment to the organization is also linked to work-life balance. The better an employee's work-life balance, the more committed they are to the company.

(3) Lack of Turnover

Work-life balance is strongly linked to employee turnover. Work-life balance and turnover have a negative association. Employee turnover rates are lower when employees have a better work-life balance.

(4) Lack of Absenteeism from Work

Several studies have found a link between work-life balance and employee absence or absenteeism. Because their link is negative, the better an employee's work-life balance is, the lower their absence rate.

(5) Work Performance

Work-life balance has a substantial impact on an employee's productivity. A good performance is achieved by an employee who has a solid work-life balance. The work-life balance theory's markers are time balance, involvement balance, and satisfaction balance.

Job Satisfaction

According to Colquitt et al. (2011), job satisfaction is the level of pleasure derived from evaluating one's job or work experience. Job satisfaction, according to Kreitner and Kinicki (2010), is an affective or emotional response to many aspects of one's job. According to Robbins (2017), job satisfaction is defined as a favorable feeling about one's employment as a result of an assessment of its qualities.

Job satisfaction, according to Handoko (2001), is an emotional condition that expresses feelings and is intimately tied to an employee's attitude, work situation, and collaboration between leaders and employees. Employees' favorable attitudes toward work and everything else that happens in the workplace reflect this emotional state. Based on the above arguments, job satisfaction can be defined as an individual's experience of satisfaction or pleasure at work as a result of a subjective appraisal of components of their work.

Job Satisfaction Theories

The two-factor hypothesis, developed by Herzberg (1987), consists of elements that cause individuals to be unsatisfied with their work and factors that cause people to be satisfied with their work (dissatisfiers – satisfiers).

According to Herzberg (1987), a person's contentment is influenced by two factors. Employee unhappiness is caused by two factors: external conditions and work conditions (job context). There is no need to inspire employees if these conditions do not exist. Second, the substance of the task (job context) will create a high level of incentive to produce good work performance in the form of intrinsic conditions. There will be tremendous unhappiness if these criteria do not exist.

According to Herzberg (1959), as referenced by Nickerson (2021), the elements that impact job satisfaction differ from those that influence dissatisfaction. According to Herzberg (1959), job satisfaction variables called motivators are related to job content or intrinsic to labor, and include:

- (a) Responsibility is the ability to set the attitude towards an act carried out and take the risk for the actions taken.
- (b) Opportunities for advancement: It is unlikely that the workforce can advance in their work.

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- (c) The work itself. Each job requires a particular skill following its respective fields.
- (d) Achievements as reflected by a working result a person carries out his duties on skills, efforts, and opportunities.
- (e) Recognition is defined as the size of the recognition given for their performance or work.

Herzberg (1959) further argued that the presence of these factors would provide a sense of satisfaction for employees. The absence of these factors does not always result in employee dissatisfaction.

Job Satisfaction and Dissatisfaction Effect

There are four ways to expose employee unhappiness, according to Robbins (2017). The first is the exit, in which dissatisfaction manifests itself in actions aimed at leaving the company. The second is the voice, in which employees express their unhappiness by achieving goals and making positive attempts to better their working conditions. The third is loyalty, in which unhappiness is passively communicated by waiting for things to get better. The fourth option is to ignore. The disgruntled employees' response allows the situation to deteriorate.

Employee job satisfaction has various consequences, according to Robbins (2017:128), including counterproductive work conduct (CWB). Stealing, acting violently toward coworkers, or being late or absent are examples of counterproductive work practices.

Furthermore, Robbins discovered a constant negative link between contentment and absenteeism, but it was only moderate to weak. When there are many work options, disgruntled employees have high absenteeism rates; yet, when there are a few options, unsatisfied employees have the same (low) absenteeism rate as satisfied employees. Organizations that provide generous sick leave benefits encourage all employees to take time off, including happy ones.

According to Robbins, the link between job satisfaction and turnover is stronger than the link between satisfaction and absence. The best predictor of desire to depart was a drop in job satisfaction pattern. Turnover is also linked to the working environment. Assume the working climate is one of low job satisfaction, which leads to staff turnover. There will be a spread of infection. When assigning coworkers to new regions, Robbins proposes that managers analyze the trend of coworkers' job satisfaction (and turnover). In summary, the authors argue that money or wages, employment, promotions, supervisors or work supervision, and coworkers are all indicators of job happiness.

Work Productivity

Tohardi (2002) states that productivity is a mental attitude that is always looking for improvements to what already exists. That is the belief that a person can do his job better than yesterday and tomorrow will be better.

Hasibuan (2019) says that productivity is a comparison owned either individually or in a team within the organization. Greenberg (1997) supports this statement, defining productivity as a comparison between the totality of expenditure at a certain time and the totality of inputs during that period.

According to Umar (2003), productivity is defined as the ratio of output to total resources utilised. Furthermore, Whitmore (1997) defined productivity as a measure of an organization's resource utilization, commonly stated as a ratio of output to resources used. According to the preceding description, productivity in this study is defined as an endeavor to work effectively and efficiently in order to attain certain goals.

Conceptual Framework

The authors use a meta-analysis of Wong (2022) to propose the hypothesis that work-life balance does not affect productivity. Based on Silaban and Margaretha (2021), the authors propose a hypothesis that work-life balance positively affects job satisfaction.

The meta-analysis by Davar and RanjuBala (2012) and Katebi et al. (2022) found that job satisfaction positively affects work productivity. This relationship is also proposed as the third hypothesis. Finally, the relationship between work-life balance and productivity mediated by job satisfaction is proposed as the fourth hypothesis.

RESEARCH METHOD

Sample

The study was conducted on 144 regional government employees of the Jakarta Special Capital Region. The sample is taken with the non-probability technic using convenience sampling.

Measurement

Measurement tools are adapted from previous studies. Three items of work-life balance are developed based on Hudson (2005). Robbins' (2017) theory is used to develop job satisfaction measurement. The six items of work productivity are adapted from Whitmore (1997). All items use a five-level Likert Scale.

Results and Discussion

Measurement Model

Measurement models of work-life balance, job satisfaction, and work productivity fulfill content and convergent validity. As shown in Table 1, the factor loading of the items of each construct has a factor loading that exceeds 0.50 and satisfies content validity. The fulfillment of convergent validity is confirmed by the average variance extracted that exceeds the cut-off point of 0.50 and composite reliability that exceeds the cut-off point of 0.60 (Hair et al. 2014).

Table 1
Validity Analysis

Variable	Items	Factor Loading	AVE	Composite Reliability
Work-life Balance	I feel that the time I have has reached a level of satisfaction in doing my job role	0.73	0.62	0.89
	I feel that the time I have has reached a level of satisfaction in carrying out roles in family life	0.77		
	I feel that I have been emotionally involved in obtaining a level of satisfaction with the role at work	0.72		
	I feel that I have reached a level of satisfaction by playing a role in my work life	0.86		
	I feel that I have reached a level of satisfaction by playing a role in family life	0.85		
	I feel that the results of the work I have done have been carried out with work responsibilities	0.83		
Job Satisfaction	I feel that the results of the work that I have done have been carried out in accordance with the interests of the work	0.86	0.60	0.85
	I feel that the work I have done has progressed	0.80		
	I feel that my supervisor has provided technical assistance in doing my job	0.69		
	I feel that my supervisor has given support to the results of the work	0.74		
	I feel that my relationship with other employees at work has shown mutual respect	0.73		
	I feel that I have tried to use the available resources to get a good job	0.83		
Work Productivity	I feel that I have utilized the available resources to produce my work today	0.87	0.74	0.95
	I feel that the results of my work today is better than yesterday	0.78		
	I feel that I have taken advantage of	0.89		
	I feel I have taken advantage of resources available resources to produce good quality work	0.89		
		0.89		
		0.88		

Structural Model

In the inner model test, the results of the t-statistic value on the effect of work-life balance on work productivity are 1.905, which is smaller than 1.96, so the path is not significant, and H1 is not confirmed. The statistical value of the t-coefficient of the effect of work-life balance on job satisfaction and the value of the effect of job satisfaction on work productivity, respectively, is 5.715 and 9.043, which is significant at < 0.000. Therefore, H2 and H3 are confirmed. The effect of work-life balance on work productivity through job satisfaction is indicated by the t-statistic value of 5.572, significant at < 0.000. This result confirms H4.

Table 2
Struktural Model Result

Path	Coefficient	T-Statistic	p-value	Hypothesis
Direct effect				
Work-life balance → Work Productivity	0.149	1.905	0.057	H1 is not confirmed
Work-life balance → Job Satisfaction	0.460	5.715	0.000	H2 is confirmed
Job Satisfaction → Work Productivity	0.651	9.043	0.000	H3 is confirmed
Indirect effect				
Work-life balance → Job Satisfaction → Work Productivity	0.299	5.572	0.000	H4 is confirmed

This study found that work-life balance has a positive effect on job satisfaction and has no significant effect on work productivity, as found by Wong et al. (2020). Job satisfaction affects work productivity, as found by Davar and RanjuBala (2012) and Katebi et al. (2022) on dozens of studies. This variable also mediates the effect of work-life balance on work productivity. These results indicate that work productivity is the primary determinant of work productivity (Hussain & Diaz, 2020). Further research is suggested to investigate this tricky relationship.

CONCLUSION

Work-life balance positively influences job satisfaction and has no significant effect on work productivity. Job satisfaction influences work productivity positively and mediate the effect of work-life balance on work productivity.

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