

7.The effect of Work Life Balance on Employee Performance through Subjective Well Being Study on Employees of PT. Biofarma (Persero)

by Gianti Gunawan Meilani Rohinsa

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The effect of Work Life Balance on Employee Performance through Subjective Well Being Study on Employees of PT. Biofarma (Persero)

Gianti Gunawan^{1*}, Meilani Rohinsa²

¹Maranatha Christian University, Indonesia

²Maranatha Christian University, Indonesia

* gianti.gunawan@psy.maranatha.edu

ABSTRACT

The challenge in industrial world to face the globalization with all its implications is not easy. The resources owned by companies such as capital, methods and machines can't provide an optimum results when not supported by human resources that have high performance. Work life balance has the role, not only enhancing the performance at an individual level, but can also improve the organization performance, and will have positive impact in well-being and positive impact for the Organization, which is employee's satisfaction and performance. This research aims to determine The effect of Work Life Balance on Employee Performance through subjective well-being as mediator. This research was conducted against 460 permanent employees at PT. Biofarma (Persero). The results showed that work life balance had an effect on the employee's performance through subjective well-being as mediator.

Keywords

work life balance, subjective well-being, employee performance

Introduction

Individuals when entering the organization will bring a certain number of needs and expectations. Based on the hierarchy of employee needs theory from Stum (2001) which is a revision of Maslow's Needs theory, there are 5 levels of workforce needs, as shown in the performance pyramid. The first is a sense of security. Employees must first and foremost feel physically and psychologically safe in the work environment. Second, rewards, extrinsic rewards that must be met in the hierarchy next. Third, the need for affiliation, in the form of a sense of belonging to the work team and/or organization. Fourth, growth, meaning the need for positive changes in individuals and organizations. Fifth Work/Life Harmony/Work/Life Harmony. At this level, the drive is to achieve a sense of satisfaction in balancing work and life responsibilities. One of the complaints felt during the process of forming organizational-employee values, namely family problems, especially relationships with spouse and children due to the difficulty of employees dividing time between work and family and lack of involvement and satisfaction, both at work and in the family. The impact of personal and family life problems has an impact on employee performance, such as high absenteeism, decreased work discipline, low job involvement, and low job satisfaction. Based on data from the Directorate of Human Resources PT. Biofarma (Persero) in 2016, the level of employee job satisfaction was 59%.

Through this fulfillment, there will also be a positive impact on the organization, namely good and satisfactory employee performance. Individuals who have a match between their own values and organizational values and live their needs are met by the organization where they work, will produce better well-being and output at work (positive behavior and low turnover) (Vilela, González, & Ferrín, 2008).

Work Life-Balance

In their efforts, PT. Biofarma (Persero) pays more attention to the needs of its employees, both the need for security, rewards, affiliation, growth, and work/life harmony. For the needs at the highest hierarchy, discussed in the Annual Report of PT Biofarma (Persero) in 2016 regarding work life balance. Work-life balance is a way of working without neglecting all aspects of life, namely work, personal, family, spiritual, and social so as to produce the ability to take full responsibility for work, family, personal life and social life to be able to provide the best contribution and service. Work life balance not only improves performance at the individual level, but work life balance can also improve organizational performance (Singh & Amanjot, 2013). Individuals who successfully use their resources to be used in dealing with the demands of life from the field of work and personal life, will cause positive affect that leads to the emergence of high performance (Ghislieri, Martini, Gatti, Colombo, 2011). Work life balance has an effect on job performance and well-being (Allen, Herst, Bruck & Sutton, 2000 in Gliseri, Mrtini, Gatti, Colombo, 2011). In Kaiser (2011), it is concluded that, individuals who are able to balance between their work and personal life, more effectively allocate time and energy for various demands, and can significantly improve their well-being (Mariotti, 1998). They also have sufficient energy to be productive at work and to enjoy personal life (O'Reilly, 2006).

The concept of Work-Life Balance is defined according to (Fisher, 2002), work-life balance is defined as a multi-dimensional construct which consists of the use of time, energy, behavior / goals, and this in work and personal life. Aspects of work-life balance, namely demands, which

16 consist of interference with work and personal life and disruption of personal life with work; and 16 resources personal work life. There are several benefits of work-life balance, both individually and organizationally. For individuals, the benefits include physical and psychological health, satisfaction in certain domains of life or overall satisfaction, role quality, and reduced stress. The advantages for the organization are organizational commitment, professional commitment, and reduce turnover intention, improve employee performance, company reputation, and external communication. A real advantage for the company, work life balance can reduce absenteeism, improve company performance, and retention and increase recruitment (Kaiser et al., 2011). Based on the preliminary research conducted, at 10 structural level the percentage of employees has a lower work life balance than employees at the operational level.

6 work life balance is also proven to contribute 31.8% to subjective well-being in a study conducted by Cintantya and Nurtjahjanti (2018). In line with what was expressed by 6sher (2002) that work life balance has an influence on aspects of subjective well-being, namely job satisfaction and life satisfaction. Individuals who have balance means that roles in work and life outside of work are lived to enrich each area of life, so this will lead to well-being (Rantanen, 2013).

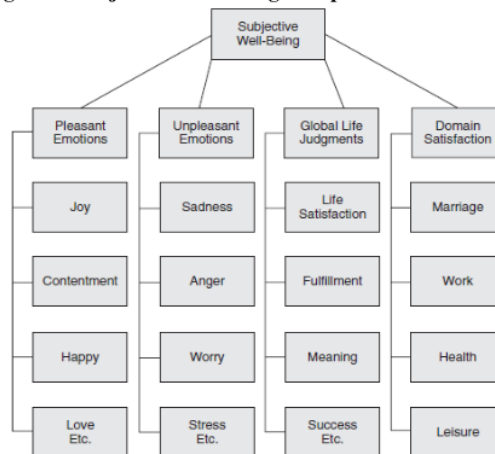
Subjective Well-Being

Based on previous studies, performance is also influenced by subjective well-being variables, both individual and organizational performance (Tenney, Poole, & Diener, 2016). Based on research conducted by Jalali and Heidari (2016), performance is most strongly influenced by subjective well-being. In line with this, Diener (2018) states that individuals with high performance have high subjective well-being aspects. Individuals with higher job satisfaction will have better job performance (Boehm & Lyubomirsky, 2008; Hakim, Thoreson, Bono, & Patton, 2001, in Diener 2018), and a positive mood is associated with better performance (George, 1995 in Diener, 2018).

Subjective well-being plays an important role as a mediator variable in this study. According to Resick, Giberson, Dickson, Wynne, & Bajdo (in Brown, 2013), if individuals live the environment that has relevance to themselves, it will encourage cognitive and affective aspects to bring up positive behavior. Subjective health as an individual evaluation of life as a whole. This evaluation includes cognitive assessments of life satisfaction and fulfillment as well as reactions to events experienced by individuals as affective judgments.

consisting of improving personal work life, and improving

Figure 1. Subjective Well-Being Component



Employee Performance

Performance is defined as the behavior that employees need to show that is considered valuable to the organization (Campbell, McCloy, Oppler, and Sager, 1993 in Landy & Conte, 2013). In Johnson and Meade (2010), according to the definition of Rotundo & Sackett (2002) performance is behavior under the control of individuals who have contributed to the achievement of organizational goals. Campbell (1990) also says that performance is a multi-dimensional concept, an assessment shared by most performance researchers (eg, Borman & Motowidlo, 1993; Campbell, Gasser, & Oswald, 1996; Hesketh & Neal, 1999; Motowidlo, Borman, & Schmit, 1997; Murphy & Shiarella, 1997). Johnson & Meade (2010) states that there are 2 types of performance, namely:

a. 3 Task performance

Task performance, refers to behaviors and activities that contribute to the company's main goals, which can involve the implementation of technical processes (turning raw materials into goods or services provided by the company) or maintaining those processes, for example by providing raw materials, distributing products, or through the planning and coordination functions (Borman & Motowidlo, 1993; Motowidlo, et al., 1997). There are several other terms for task performance, including job-specific task proficiency, technical proficiency, or in-role performance (Koopmans et al., 2011).

b. 11 Contextual performance

Contextual performance was created by Borman and Motowidlo (1993 in Johnson & Meade, 2010) who argue that evaluation evaluation is used in research and practice activities such as persisting, helping, and supporting goals. Contextual performance can be defined as individual behavior that supports 15 the core goals of the organization. There are other terms for this dimension, such as non-job-specific task proficiency, extra-role performance,

organizational citizenship behavior, or interpersonal relationships (Koopmans et al., 2011).

Based on the explanation above, work life balance can be seen as a factor that exists within the individual that affects subjective well-being, which then has consequences for employee performance. However, the efforts made by PT. Biofarma (Persero) in order to help employees deal with changes in organizational culture and overcome problems that arise during the transition period, such as work-life balance problems, have not been in line with improving their performance. Diener (2009) says that individuals with well-being will do more voluntary work, display better performance, and other expected behaviors.

Methods ¹⁰

This research was conducted to examine the effect of work life balance on the performance of employees of PT. Biofarma (Persero) through subjective well-being, with the research design used in this study is a descriptive and explanative research design.

Methodology ¹⁰

Instrument of Work Life Balance

The measuring instrument used to measure work life balance is to use a questionnaire developed by Gwenith G. Fisher, Carrie A. Bulger and Carlla S. Smith (in Journal of Occupational Health Psychology 2009, Vol. 14, No. 4, 441–456). This questionnaire consists of 17 items and has been translated into Indonesian by a certified language institution. The resource aspect consists of 2 sub-aspects, represented by 5 and 6 items. The demands aspect consists of 2 sub-aspects and is represented by 3 items each, with a range of validity using CFA of 0.75-0.912 and reliability of CR = 0.976 and VE = 0.707 which are classified as reliable.

Instrument of Subjective Well-Being

The questionnaire used has two parts, namely SWLS (Satisfaction With Life Scale) to see the overall degree of life satisfaction and SPANE (Scale of Positive and Negative Experience) to see how often the sample experiences positive or negative affect. These two questionnaires were prepared by Ed Diener and Robert Biswas-Diener, January 2009. These questionnaires were translated by a certified language valley. The SWLS (Satisfaction With Life Scale) measuring instrument is a standard measuring instrument compiled by Diener, Emmons, Larsen, and Griffin in 1985. This measuring instrument is used to measure the assessment component of the overall degree of life satisfaction. The SWLS consists of 5 statements related to life satisfaction that must be filled out by the sample on a scale of 1-7 (1. Strongly disagree, 2. Disagree, 3. Disagree. 4. Uncertain, 5. Moderately agree, 6. Agree, 7. Strongly agree). The SPANE (Satisfaction With Life Scale) measuring instrument is a standard measuring instrument compiled by Diener and Biswas-Diener (1991) to measure the affective aspects of individuals regarding the moods and emotions they feel in life. SPANE consists of 6 statements about positive experiences and 6 statements about negative experiences that must be filled out by the sample on a scale

of 1-5 (1. Very rarely, 2. Rarely, 3. Quite often, 4. Often, 5. Very often). This measuring instrument is arranged using a Likert scale and will produce ordinal data. The subjective welfare questionnaire variable consists of 17 items. Subjective well-being consists of 2 aspects. The first aspect is represented by 5 items. The second aspect is divided into 2 sub-aspects and each is represented by 6 items, with a range of validity using CFA of 0.81-0.907 and reliability of CR = 0.982 and VE = 0.762 which are classified as reliable.

Instrument of Employee Performance

The measuring instrument used to measure performance was developed from the values derived in the main competencies owned by PT. Biofarma (Persero), which consists of 5 items with each aspect of professionalism, integrity, teamwork, innovation, and customer orientation. The questionnaire has a validity magnitude using CFA with a range of 0.839-0.913 and a reliability of CR = 0.943 and VE = 0.767 which is classified as reliable

Participants ⁵

The subjects of this study were permanent employees of PT Biofarma (Persero). The organizational structure of PT Biofarma (Persero) consists of the Main Directorate in charge of the Finance Directorate, Marketing Directorate, Human Resources Directorate, Production Directorate, and Planning & Development Directorate. Each consists of employees from the executive level, staff, youth staff, section heads, young experts, section heads, middle experts, and division heads. As of December 31, 2017 the number of employees of PT. Biofarma (Persero) recorded as many as 1,812 people, namely 1,186 people who are permanent employees, 130 people are contract employees, and 496 people are outsourcing employees.

Data Analysis

To answer the research questions, in this study 2 (two) stages of statistical calculations were carried out, namely:

1. Descriptive Analysis

In descriptive analysis, the collected data is processed and presented so that the general description of the respondents can be known (Dancey & Reidy, 2011). The first picture is about the demographics of the research respondents. This picture is obtained through a statistical frequency analysis approach of respondents which includes age, gender, marital status, income, length of work, source of income, number of children, position, and directorate. The analysis technique used in this research is data from respondents' responses, so that it can be seen how the condition of each variable indicator is being studied. In order to make it easier to interpret the variables being studied, the respondent's response scores were categorized.

Table 1. Score Interpretation Category

| Value | WLB | SWLS | AFFECT | PERFORMAN CE |
|---------------|-----|------|--------|--------------|
| Minimum Scale | 1 | 1 | 1 | 1 |

| | | | | |
|-------------------|------------|------------|------------|------------|
| Maximum Scale | 5 | 7 | 5 | 5 |
| Distance Interval | 1,00 | 1,50 | 1,00 | 1,00 |
| Very high | >4,00-5,00 | >5,50-7,00 | >4,00-5,00 | >4,00-5,00 |
| High | >3,00-4,00 | >4,00-5,50 | >3,00-4,00 | >3,00-4,00 |
| Low | >2,00-3,00 | >2,50-4,00 | >2,00-3,00 | >2,00-3,00 |
| Very low | 1,00-2,00 | 1,00-2,50 | 1,00-2,00 | 1,00-2,00 |

The description of the results of the frequency analysis of each variable is used to enrich the discussion, using SPSS 22.0 in the form of a percentage (%). The results of this frequency analysis are then interpreted as a description of the condition of the variables in the research sample.

2. Inferential Analysis

Inferential analysis was carried out to be able to answer research hypotheses and generalize to a wider population (Dancey & Reidy, 2011). Inferential analysis in this study uses structural equation modeling with Structural Equation Modeling (SEM) approach. By using SEM it is possible to answer research problems, namely testing the EFFECT between work life balance variables on the performance of employees of PT. Biofarma (Persero) through subjective welfare. The endogenous variable in this study is employee performance, while in this study the exogenous variable is work-life balance, and the mediating variable in this study is subjective well-being.

Results

Work-Life Balance

Table 2. Table of Calculation of the Average Value of Work Life Balance Variables

| Variable | Sub Aspect | The average of sub-aspects |
|--|------------|----------------------------|
| Work Life Balance Variable | WIPL | 2,32 |
| | PLIW | 2,99 |
| Work Life Balance Variable | WEPL | 3,00 |
| | PLEW | 3,72 |
| The average value of the Work Life Balance Demands aspect | | 2,66 |
| The average value of the Work Life Balance Resources aspect | | 3,36 |
| The average value of the Work Life (overall) | | 3,01 |

6

Based on the table above, it can be seen that overall, respondents perceive that responsibilities at work and responsibilities in life (family) are quite balanced (the average value of Work Life Balance is 3.01 in the sufficient category). This condition can be seen through the average score on two aspects of the work life balance variable, namely the demands aspect and the resources aspect, where when viewed from these two aspects, most respondents perceive that work and personal life are quite demanding of attention from themselves, but most respondents also perceive that the quality of his personal life can be improved enough by his work life and that the quality of his work can be improved enough by the quality of their personal life.

In the Demands aspect, it is generally seen that respondents perceive that the demands of their personal life are sufficient to interfere with their work life (PLIW) and in general respondents also perceive that the demands of work are quite disturbing to their personal life (WIPL). Specifically, in terms of Demands, it can be seen that respondents generally perceive that the demands of their personal life often interfere with their work.

In the Resources aspect, it can be seen that respondents perceive that personal life conditions can improve the quality of their work life (PLEW), as well as the conditions they face at work can improve the quality of their personal life (WEPL). Specifically, in the Resources aspect, it can be seen that in general, respondents perceive more that conditions in their personal lives often improve the quality of their work life.

Subjective Well-Being

Table 3. Recapitulation Table of Average Score Calculations Subjective Well-Being Variable

| Variable | Aspect | Aspect Average |
|--|-------------------|----------------|
| Subjective Well Being | Life Satisfaction | 4,83 |
| | Positive Affect | 3,48 |
| | Negative Affect | 2,59 |
| The average value of the overall Subjective Well Being Variable | | 4,23 |

Based on the table above, it is illustrated that overall, in general, respondents perceive very positively about their quality of life and respondents perceive that they experience positive emotional reactions more often than negative emotional reactions when dealing with events in their lives (mean value subjective well). being 4.23 occupies the very good category). This condition can be seen through the average score on two aspects of the subjective well-being variable, namely the life satisfaction aspect and the Affect aspect, where when viewed from these two aspects, in general, respondents perceive that they are satisfied with their quality of life and in general respondents perceive more frequent affect. positive in everyday life.

Employee Performance

Table 4. Table of Respondent’s Responses to Employee Performance Variables

| Variable | Aspect | Average value |
|---|----------------------------|---------------|
| Employee Performance | Achievement Orientation | 3,03 |
| | Integrity | 2,99 |
| | Teamwork and Cooperation | 3,75 |
| | Commitment to Learning | 3,46 |
| | Client Service Orientation | 3,02 |
| The Average Value of Employee Performance Variable | | 3,26 |

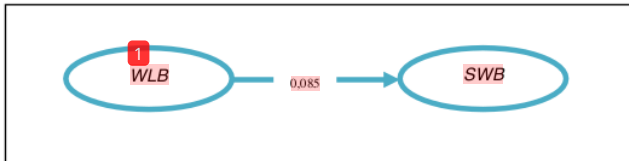
Based on the data above, in general, employees perceive that they have shown that they have shown enough behaviors that are important for the success of the organization in which they work. In general, respondents perceive that they have shown the highest teamwork and cooperation behavior compared to other sub-aspects of employee performance, while in general respondents perceive integrity behavior as the lowest sub-aspect of employee performance compared to other sub-aspects of employee performance.

Discussions

The Effect of Work-Life Balance on Subjective Well-Being

The tested hypotheses are:
 H0 : Work Life Balance has no effect on Subjective Well Being
 H1: Work Life Balance affects Subjective Well Being

Figure 2. 1st Hypotheses



The value of the standardized regression weight coefficient between the Work Life Balance variable and the Subjective Well Being variable is 0.085 (positive) and has a t count of 2.076 or greater than 1.96, so H0 is rejected. This means that the Work Life Balance variable has a significant effect on the Subjective Well Being variable, so that hypothesis 1 can be accepted.

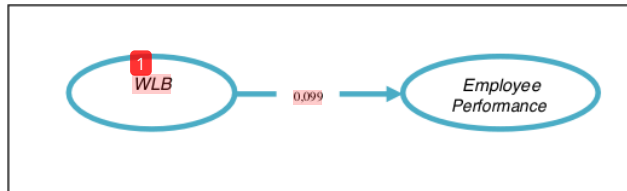
The coefficient of 0.085 indicates that if the Effort Expectancy is increased by one unit, the Behavior Intention will increase by 0.085 units. Because this coefficient is positive, it means that the higher the Effort Expectancy given ideally will be followed by the increasing Behavior Intention.

The influence with a positive and significant direction between work life balance and subjective well-being on employees of PT. Bifarma (Persero) is in line with research by Kaiser (2011) which shows that individuals who are able to balance their work and personal life more effectively allocate time and energy for various demands, and can significantly improve the well-being (Mariotti, 1998). They also have sufficient energy to be productive at work and to enjoy personal life (O'Reilly, 2006).

The Effect of Work-Life Balance on Employee Performance

The tested hypotheses are:
 H0 : Work Life Balance has no effect on Employee Performance
 H1: Work Life Balance has an effect on Employee Performance

Figure 3. 2nd Hypotheses



The value of the standardized regression weight coefficient between the Work Life Balance variable and the Employee Performance variable is 0.099 (positive) and has a t count of 2.622 or greater than 1.96 then H0 is rejected. This means that the Work Life Balance variable has a significant effect on the Employee Performance variable, so hypothesis 2 can be accepted.

The coefficient of 0.099 indicates that if the Work Life Balance is increased by one unit, the Behavior Intention will increase by 0.099 units. Because this coefficient is positive, it means that the higher the Work Life Balance that is given, ideally, it will be followed by an increase in employee performance.

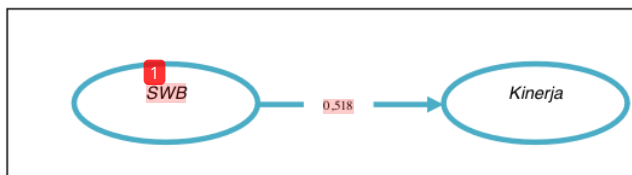
Work life balance in the majority of employees of PT. Biofarma (Persero) is classified as high. In line with the performance of employees of PT. Biofarma (Persero) the majority have high employee performance and quite high as well. Individuals who are able to balance between their work and personal life, they also have sufficient energy to be productive at work and to enjoy personal life (O'Reilly, 2006). Work life balance not only improves performance at the individual level, but work life balance can also improve organizational performance (Singh & Amanjot, 2013).

The Effect of Subjective Well-Being on Employee Performance

The tested hypotheses are:
 H0 : Subjective Well Being has an effect on Employee Performance

H1 : Subjective Well Being has no effect on Employee Performance

Figure 4. 3rd Hypotheses



The value of the standardized regression weight coefficient between the Subjective Well Being variable and the Performance variable is 0.518 (positive) and has a *t* count of 9.031 or greater than 1.96 then H0 is rejected. This means that the Subjective Well Being variable has a significant effect on the Performance variable, so hypothesis 3 can be accepted.

The coefficient of 0.518 indicates that if Subjective Well Being is increased by one unit, then Employee Performance will increase by 0.518 units. Because this coefficient is positive, it means that the higher the Subjective Well Being given, ideally, it will be followed by the increase in employee performance.

Subjective well-being acts as a mediator variable in this study. Employee appreciation of satisfaction with life and often feel positive affect compared to negative affect, will result in higher performance. Individuals who experience positive emotions more often tend to have greater social ties and social resources, resulting in better social relationships (Lyubomirsky et al. 2005b). In this transitional period of organizational culture, social support for employees becomes more important for work-life balance, which in turn will improve performance. This is in accordance with the conditions at PT. Biofarma (Persero) where subjective well-being is classified as high with a high level of life satisfaction and positive affect and negative affect which is classified as low, thereby increasing the influence of work life balance on employee performance.

Limitations and Future Studies

The following are suggestions for other research so that they can contribute more to the development of science:

1. For the development of Industrial and Organizational Psychology, the development of a fit theoretical concept regarding Employee Performance with a focus on the role of work life balance and subjective well-being that has been determined in this research is expected to be useful for further similar research.
2. In this study, the variables and measuring instruments include the level of perceptual and behavior (behavioral). Future research can measure the level of behavior by using an assessment of

work behavior from multi raters, such as superiors, coworkers, or subordinates.

3. This research was only conducted at PT. Biofarma (Persero), further research can expand the subject of research in other companies. Similar research can also be done with subjects outside the organization that produces goods, for example in service sector organizations.

Conclusion

Research on the effect of person organization fit and work life balance on the performance of employees of PT. Biofarma (Persero) through subjective well-being produces several findings that are expected to bring benefits to the development of science and practical interests. This study resulted in specific findings regarding the pattern of performance formation employees of PT. Biofarma (Persero). The following are the conclusions obtained from the results of the study:

1. Work life balance has the greatest influence on subjective well-being and employee performance in this study. The success and success of an organization in achieving its vision, mission and goals is not an instant process, but a dynamic process of a professional human resource management system. Organizations that are able to implement the integral complexity of values and goals, as well as the demands and resources of individual roles, are capital that can support the quality of life of employees holistically which has implications for organizational success.
2. Work life balance has an influence on the performance of employees of PT. Biofarma (Persero) through subjective well-being. Subjective well-being plays an important role in maintaining employee performance levels in the face of high demands on individual roles, both in work and personal life. With positive cognitive and affective assessments of employees as individuals and part of the organization, further support for employee behavior is important for organizational success.
3. Demographic factors at the job level affect work life balance and employee performance, and income demographic factors affect work life balance.

Acknowledgement

In this study, it is necessary to review the placement of employees, including the rewards obtained, both from the aspect of employee competence, the level of education that has been taken by the employee, or the period of service of the employee so that the employee can feel more prosperous and ultimately display optimal performance.

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