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The Effect of Work-Life Balance on The Work Productivity of Housekeeping Employee: The Case of The Royal Beach Hotel, Seminyak Bali

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ABSTRACT

Employee productivity must always be considered because if employee productivity is low it will cause problems in the company. One of the factors which can affect work productivity is work-life balance. Employees who do not achieve a work-life balance will find it difficult to work properly, resulting in a decrease in work productivity. This study was conducted to determine the effect of work-life balance on the work productivity of housekeeping employees at The Royal Beach Seminyak Bali. The data collection techniques used in this study were questionnaires, interviews, and documentation studies. Respondents in this study were 46 housekeeping employees with saturated sampling. The data analysis method used was the validity test, reliability test, simple linear regression, t-test, and determination coefficient test which was assisted by SPSS version 23 for Windows. The results of this study indicate that work-life balance has a significant effect on work productivity. This is evidenced by the t-test, where the value of $t\text{-count} > t\text{-table} = 13.399 > 1.680$ with a significance of $\leq 0.000 < 0.05$. Based on the coefficient of determination test, the work-life balance variable has a very strong contribution of 80.3% to work productivity and the remaining 19.7% is influenced by other variables not used in this study. This research is expected to be used as consideration for The Royal Beach Seminyak Bali to take policies to increase the productivity of employees of the Housekeeping department by increasing work-life balance.

Keywords: *work-life balance, work productivity, housekeeping*

1. INTRODUCTION

Human resources are the most valuable and most important assets owned by a company because human resources are the only resources that have a sense of feeling, desire, skills, knowledge, drive, power, and work [1]. Companies must ensure that employees have high work productivity because employee work productivity is important to achieve company goals. Every successful business is largely supported by having employees with excellent productivity [2].

The company will always develop if management always pays attention to and maintains employee productivity because if employee productivity is low it will cause problems in the company [3]. One of the factors which can affect work productivity is work-life

balance. According to the existing literature, work-life balance has a positive impact on individual and organizational productivity [4]. One hotel that has problems with work productivity is The Royal Beach Seminyak Bali, especially in the Housekeeping Department.

Previous research stated that work productivity can be measured using several factors, namely work quality [5], work quantity, and timeliness [6]. The quality of work is seen through the ability of employees to complete certain tasks according to company standards [7]. Housekeeping employees have not been able to complete work according to the standard operating procedures so there are guest complaints regarding room preparation services. In addition to work quality factors, another factor which has been problematic with the productivity of the Housekeeping Department

employees is the punctuality factor. Employees have not been able to complete work according to hotel standards, which is 9 hours of work including 1 hour of rest. Housekeeping Department employees still have overtime from 15 minutes to more than 60 minutes.

Work productivity is influenced by several factors, including education and training [8], compensation [9] work facilities [10] and work-life balance [11]. Based on several factors that affect work productivity, the most visible factor causing problems with the work productivity of housekeeping employees at The Royal Beach Seminyak Bali is the work-life balance factor. This is supported by several phenomena that occur at The Royal Beach Seminyak Bali.

Another factor affecting work-life balance is organizational policy. One of the organizational policies that can be implemented is to implement work-life balance policies and programs [11]. The Royal Beach Seminyak Bali has attempted to create work-life balance policies and programs in the form of a flexible work schedule or adjusted work schedule. A flexible work schedule has a significant effect on work productivity [12]. If an employee has activities outside of their work, the employee can exchange their work schedule with other employees with the approval of the employee concerned and the supervisor. Based on interviews with housekeeping employees, it is stated that the flexible work schedule is not effective in increasing the work-life balance of employees because it has not been fully implemented accordingly as programmed by the hotel management.

Another program created by the management of The Royal Beach Seminyak Bali is sport activities. Sports activities do not run effectively due to the lack of coordination in the implementation and the sports activities are less varied. In addition, overtime also causes employees to feel unwilling to participate in sports activities.

Another factor that plays an important role in achieving work-life balance based on organizational factors is work support. A positive relationship between supervisors and employees can support the achievement of work-life balance [13]. Based on the interviews, it was found that the tasks were not divided equally, and there is a lack of support provided by supervisors to employees. This phenomena can indicate that the work-life balance of employees of the housekeeping Department at The Royal Beach Seminyak Bali has not been achieved. Based on the background that has been described, the researcher wants to conduct further research to see whether there is an influence of the work-life balance on work productivity at The Royal Beach Seminyak Bali.

2. LITERATURE REVIEW

2.1 Work-Life Balance

Work-life balance is defined as an individual's ability to fulfill commitments to work and family as well as responsibilities for activities outside of work [14]. Work-life balance is generally associated with balancing or maintaining all aspects of human life. Greenhaus in [14] states that work-life balance is the extent to which employees are equally involved and satisfied in their roles in work life and family roles. According to McDonald et. al in [15], work-life balance has three components:

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

2.2 Work Productivity

Sutrisno [1] defined productivity as the relationship between output (goods or services) and input (labor, materials, money). Productivity is a measure of productive efficiency, a comparison between output and input results. Input is often limited by labor, whereas the output is measured in physical units, forms, and values. Tohardi in [1] argues that productivity is a mental attitude that is always looking for improvements to what already exists.

According to Simamora in [16] the dimensions of work productivity include:

- Quantity of work, which is a result achieved by employees in a certain number with a comparison of existing standards or standards set by the company.
- Quality of work, which is a standard of results related to the quality of a product produced by employees, in this case, is the ability of employees to complete work technically with a comparison of the standards set by the company.
- Timeliness, which is the level of an activity completed at the beginning of the specified time, seen from the point of coordination with output results and maximizing the time available for other activities.

3. RESEARCH METHODOLOGY

This study is classified into associative research, which examines the effect of work-life balance on work productivity. The object of this research is the influence of work-life balance on work productivity of housekeeping employees at The Royal Beach Seminyak Bali. The type of data used in this research is qualitative and quantitative data. Sources of data used in this study are primary data and secondary data. The population in this study was 46 employees of the Housekeeping Department at The Royal Beach Seminyak Bali. This study used a saturated sampling technique. The data collection methods used were questionnaires, interviews, and documentation studies. The data analysis techniques used were validity test, reliability test, simple linear regression analysis, t-test, and determination coefficient test.

4. RESULTS

Based on the age characteristics, respondents were dominated by the age range of 41 to 50 years old, with 30 people in total or 65.22%, followed by respondents from 31 to 40 years old, with 8 people in total (17.39%) and respondents with a range of ages more than 50 years amounted to 8 people (17.39%). In terms of gender characteristics, male respondents were greater than female respondents, 38 people in total or 82.61%, while the number of female respondents were only 8 people (17.39%). In the educational characteristics, it appears that the respondents that have senior high school / vocational high school level of education is dominant, with 28 people (60.87%), followed by respondents with the Diploma level of education with 16 people in total or 34.78%. The rest of the respondents were graduates in total 2 or 4.35%. Based on the characteristics of the working period, it appears that the number of respondents with a working period of more than 10 years is 45 people (97.83%) and there is only 1 person (2.17%) with a working period of 1 to 10 years.

Regarding the work-life balance variable, the overall average value is 4.08, this means that the work-life balance at The Royal Beach Seminyak Bali is in the interval 3.41 - 4.20 with a good category. The highest average is 4.39 which is found in the statement "I am loyal to the company I work for", while the lowest average is in the statement "I work according to the working hours that have been determined by the company" amounting to 3.67.

For the work productivity variable, the overall average value is 4.06 which means work productivity is in the interval 3.41 - 4.20, in the good category. The highest average is 4.43, which is found in the statement "I arrive at work according to the predetermined working hours" and the lowest average is in the statement "The results of my work are by the company

standard" with an average score of 3.67 and the statement "I always complete assignments on time" with an average of 3.63.

Based on the results of simple linear regression analysis, the constant value is 7.183 and the work-life balance regression coefficient is 0.707. Based on the results of the t-test, it was found that the work-life balance (X) t-value was 13.399, which was greater than the t-table (1.680) with a significance value less than the error tolerance ($0.000 < 0.05$), so H_0 was rejected and H_a was accepted. This shows that work-life balance has a significant effect on work productivity of housekeeping employees at The Royal Beach Seminyak Bali with an error rate of 5%, 95% confidence, and 44 degrees of freedom.

Based on the test results of the coefficient of determination, the R square value is 0.803, meaning that the dependent variable can be explained by independent variables as much as 80.3% ($0.803 \times 100\%$), the remaining 19.7% ($100\% - 80.3\%$) is explained by other variables not used in this study. According to [17] if the determination coefficient interval is between 80% - 100%, then the coefficient determinant is very strong. The results of the coefficient determinant in this study were 80.3%, so it can be stated that the independent variables have a very strong effect on the dependent variable.

5. DISCUSSION

Based on the age characteristics of the respondents, it can be seen that the respondents in this study were dominated by employees with an age from 41 to 50 years. According to Simanjuntak in [18], if the employees are in the range age of 41-50, the level of work productivity will decrease due to the limitations of physical and health factors. Based on the results of the calculation of gender characteristics, it can be concluded that the respondents in this study were dominated by men. In general, when working, women are conscientious, diligent, honest, diligent, emotional, and easily offended, while men are assertive, strong, active, never give up, stubborn and rude (Hurlock, in [19]). Labor cannot be differentiated based on sex because men and women have their respective strengths and weaknesses.

Based on the characteristics of education, it can be concluded that the respondents in this study mostly took their last education at the senior high school / vocational high school level. According to Sedarmayanti [20], one of the factors that affect work productivity is education. Based on the characteristics of the tenure, it can be concluded that the respondents in this study mostly had a service period of more than 10 years. According to [21], a person's tenure affects one's job. The longer a person works, the more experienced they will be in

doing their job, but the working period will also have a negative effect if someone experiences fatigue while working. Physical stress will accumulate every day over a long period, resulting in reduced muscle performance and reduced movement, which can affect work productivity [22].

Based on the research results related to the work-life balance variable, the statement that obtained the greatest value is "I am loyal to the company where I work". Most of the housekeeping employees at The Royal Beach Seminyak Bali stated that they are loyal to their place of work because most of the employees have worked for more than 10 years. According to [21] length of work is one of the determinants of employee loyalty or loyalty to the company. Meanwhile, the lowest average statement is "I work following the working hours set by the company". This shows that employees work more than the working hours set by the company, causing employees to not go home on time. Unexpected work in a company often makes employees work more than predetermined working hours, therefore the company has a role to balance between personal life and employees' work without overriding company goals [23].

The statement that gets the highest score in the work productivity variable is "I arrive at work according to the predetermined working hours". This means that housekeeping employees at The Royal Beach Seminyak Bali comply with company regulations by arriving at work on time. According to Rivai in [24], compliance with company regulations can be seen from the obedience which includes compliance with working hours such as arriving on time. Meanwhile, the lowest average statements are "My work results are by company standards" and "I always complete assignments on time". Based on the lowest average, this shows that housekeeping employees feel that they are less able to work according to company standards and have not been able to complete work on time. Human resources are required to be able to make the output produced at least equal or exceed the predetermined quality standards and following the predetermined time [25].

In this study, work-life balance is proven to have a significant effect on work productivity at The Royal Beach Seminyak Bali. This is evidenced by the t-test where the t-value of work-life balance (X) is 13.399 with a significance of $\leq 0.000 < 0.05$. The β value of work-life balance is 0.707, which means that if the work-life balance increases by one unit, while other variables are constant, work productivity will increase by 0.707. The problem has been answered under the hypothesis that has been proposed. Work-life balance has a very strong influence on work productivity. Based on the coefficient of determination test, the work-life balance variable has a very strong contribution of 80.3%

to work productivity and the remaining 19.7% is influenced by other variables not used in this study. The results of this study are in line with the results of research conducted by [26], [27] and [11] which state that work-life balance has a significant effect on work productivity. This means that the increase of work-life balance will also be followed by employee work productivity.

6. CONCLUSION

Based on the results of data analysis, it can be concluded in this study, namely, work-life balance (X) has a significant positive effect on work productivity (Y) at The Royal Beach Seminyak Bali which can be proven by a significance value of 0.000 < 0.05 with a value of $t\text{-count} > t\text{-table} = 13,399 > 1,680$. Based on the results of the coefficient of determination analysis, work-life balance has a very strong effect of 80.3% on work productivity, while the remaining 19.7% is influenced by other factors outside of this study.

Suggestions that can be given to the management of The Royal Beach Seminyak Bali are based on the results of the questionnaire by focusing on items that are scored low by employees. These include working hours that are not as required by the hotel management; employees have less time to use for activities outside of their work due to working overtime; and the division of tasks at work must be given in equity. Maximizing the use of trainees can also be done so that work can be completed on time.

Based on the results of the questionnaire on work productivity, items that are scored low by employees include: the employees cannot complete tasks on time. Efforts that can be made are that at the time of the briefing, supervisors can provide short training, which is approximately 15 minutes, to review things that employees may have forgotten and also share new things to increase employee knowledge. This short training can make employees more familiar with hotel standard operating procedures and keep in mind about important things that must be considered when working so that work can be completed according to hotel standards and help employees complete their work on time.

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