

# THE ROLE OF WORK-LIFE BALANCE AND SUPERVISOR SUPPORT ON JOB SATISFACTION: AN EMPIRICAL STUDY IN INDONESIAN SMES

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## THE ROLE OF WORK-LIFE BALANCE AND SUPERVISOR SUPPORT ON JOB SATISFACTION: AN EMPIRICAL STUDY IN INDONESIAN SMES

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### Abstract

This research aims to analyze the influence of work-life balance on job satisfaction and analyze supervisor support for work-life balance and supervisor support for job satisfaction. In this research, sampling was carried out by distributing online questionnaires via social media to SME owners in Indonesia. In sampling, the respondents who were used as research subjects were 450 SME owners (respondents). The sampling method used in the research was nonprobability sampling which was determined using purposive sampling. The data in this study were analyzed using descriptive statistics, namely data originating from the first part of the questionnaire which contained questions regarding the characteristics of the respondents. The primary data that has been obtained is then analyzed using the SmartPLS 3.0 program. In PLS-SEM analysis, there are at least two stages that will be followed, namely evaluation of the measurement model and evaluation of the structural model. Evaluation of the measurement model aims to assess validity and reliability. The parameter used to test convergent validity is to look at the loading factor value. For research in the early stages of developing a measurement scale, a factor loading value of 0.5 – 0.6 is still considered sufficient. Apart from considering factor loadings, convergent validity can also be assessed through AVE. The recommended AVE value is greater than 0.5. In evaluating the measurement model, apart from testing convergent validity, reliability testing is also carried out. As for testing construct reliability, it can be seen from the composite reliability value. The recommended composite reliability value is greater than 0.70 for confirmatory research, while for exploratory research a value of 0.6 – 0.7 is still acceptable. The results of the study show that work-life balance has a positive and significant influence on job satisfaction: Supervisor support has a positive and significant influence on work-life balance and supervisor support has a positive and significant influence on job satisfaction.

**Keywords:** Work-life balance, job satisfaction, supervisor support, SMEs, SEM PLS

### Introduction

Industry 4.0 is the fourth industrial revolution which is marked by rapid progress in the field of technology which includes the Internet of Things and Services (IoT and IoS) in various current business processes. According to Adriano et al. (2020), The rapid development of digital technology in the industrial era 4.0 provides many conveniences, but several obstacles need to be faced. This will also have an impact on various fields, one of which is human resources. The

current phenomenon is the application of the concept of automation which can be carried out using machines in the work process, thereby reducing human functions or tasks. The importance of managing human resources to become competent and technologically responsive human resources in the industrial era 4.0, provides an opportunity for Indonesia to become a developed country by taking advantage of the demographic bonus that will begin to occur from 2020 to 2024. According to Arief et al. (2021), Many companies provide family-friendly benefits programs with the aim that employees have a balance between work and personal life, such as activities outside the company, job sharing, flexible working hours, and so on. So the definition of work-life balance based on expert opinion is the balance of an individual's life, where they can use their time to work and carry out their personal life so that the individual can carry out two or more roles.

Every employee has a different role in every aspect of their life. When in the office, someone acts as a leader. However, when she is in the family she needs to be a good mother for her family. Managing your time well is certainly a top priority. According to Basem et al. (2022), The balance between work and personal (family) life is the basis for the formation of constructive attitudes and behaviour. This becomes increasingly apparent when a person is over thirty-five years old. This age is a time that requires wisdom so that life processes can run harmoniously. A worker can live and enjoy his entire existence to the fullest. However, work-life balance (WLB) cannot occur automatically. Supporting factors outside of the employee are needed to condition WLB to be created. The support provided by supervisors allows employees to manage their time better. According to Burhanudin et al.(2020), eleven factors can influence an individual's work-life balance, namely social support, stress, organization, information technology, work itself, family, social, support, and burden. work, individuals, and knowledge. Meanwhile, work-life balance factors include conflicting priorities between work and family interests and the existence of assistance programs for employees. According to Chan et al. (2016), Job satisfaction is an important concept in an organization, because it can influence individual work performance and morale. Job satisfaction has two constituents, namely the affective component and the non-affective (cognitive) component. The affective component refers to the employee's emotional state, and the non-affective (cognitive) component refers to satisfaction related to job performance appraisals. Employees who work according to their abilities and areas of expertise, receive the expected salary and have a supportive work environment, will experience higher job satisfaction. According to Cegarra et al. (2012), Several factors that can influence millennial employee job satisfaction include work environment, job content, superiors, status, relationships with coworkers, awards, career level, and organizational structure. Job satisfaction factors include appreciation in the workplace, employees having good relationships with co-workers, training and mentoring programs, psychological ownership, and counselling services for employees.

### 19 **The Relationship between Work-Life Balance and Job Satisfaction**

Work-life balance will be achieved if employees do not have complaints or stress due to work and various other psychological symptoms. The research results state that work-life balance has a

positive and significant impact or influence on employee performance because it is supported by company policy factors. The research concluded According to Dousin et al. (2019) that a high level of employee satisfaction with work-life balance can affect increasing work quality. Employees who have time for family and work will be able to enjoy all their activities. Employees carry out their duties based on a priority scale. Employee attitudes and behaviour can be aligned with company goals. Work activities performed exceed expected standards. According to Erwin et al. (2019), Employees who have a work-life balance can manage their time well. They can still do the sports or hobbies they like. Employees' physical and mental health is maintained. Employees are always ready to contribute to the company. A clear state of mind enables employees to work more creatively and intelligently. Excellent conditions for employees encourage productivity in the workplace. According to Fayyazi et al. (2015), Employees become satisfied because they can complete their work. They get the expected results from their work. For employees, work and personal life are two enjoyable things to live. Work and non-work life are integrated. The above literature review will lead to the development of the following hypothesis: *H1: Work-life balance will have a significant influence on job satisfaction.*

### **Relationship between Supervisor Support and Work-Life Balance**

As a person who has various roles in life. Employees are required to always be responsible. According to Haar et al. (2014), The burdens or responsibilities they need to fulfil are not limited to financial ones but are also time-related and emotional. They are expected to be able to fulfil their family and work desires in a balanced manner. Often family problems experienced by employees hurt work. Personal problems experienced by employees have the potential to drain energy and time at work. They lose focus and endurance when carrying out their activities at the office. According to Hasan et al. (2017), Employees become easily sad and depressed because their minds are still carried away by the atmosphere at home. Regarding the balance between personal and office interests, supervisors play a quite strategic role. If supervisors have sensitivity and concern for non-work needs, then employees feel they are getting attention. The working environment becomes more comfortable for employees. Employees will feel that they are not fighting alone in their lives. According to Haider et al. (2018), Supervisors can act as mentors in their lives. Suggestions and constructive criticism can be given to employees so that they can go through daily activities with joy. Apart from that, supervisors can also provide flexible time to employees when completing family needs. According to Jantzer et al. (2018), The support provided by supervisors can lead to a balanced life between work and personal interests for employees. Based on this argumentation, will lead to the development of the following hypothesis: *H2: Supervisor support will have a significant influence on work-life balance.*

### **Relationship between supervisor support and job satisfaction**

According to Krishnan et al. (2018), Supervisors have a big role in shaping a work environment. It is not uncommon for the complexity of life problems experienced by employees to be brought into work. When they have personal problems, employees' concentration during their activities in



the office is often disturbed. Serious problems faced by an employee, if not handled properly, have the potential to disturb his co-workers. According to Haider et al. (2018), This is because the problems being faced can cause emotional disturbances, such as irritability, as well as other attitudes and behaviours that should not occur. It is in this unfavourable situation that support from supervisors is needed. Employees need direction and guidance from supervisors to be able to overcome the problems they are facing. They require more attention from supervisors. Support from supervisors in the form of providing more flexible time when facing family problems can encourage subordinates. Employees become more confident that they can solve problems well. According to Haider et al. (2018) When employees realize that they have support from their superiors, their sense of belonging to the organization increases. Employees become enthusiastic and like the work they do. Job satisfaction occurs when employees gain emotional comfort. Bosses who are willing to listen, care and pay attention to family problems add value to an organization. Working is no longer a burden, but a pleasure. According to Kashyap et al. (2016), Employees become happier with the work they currently do. The support provided by superiors can direct employees towards job satisfaction. The research model can be seen in the image below. The above literature review will lead to the development of the following hypothesis:

*H3: Supervisory support will have a significant influence on job satisfaction*

## Method

In this research, sampling was carried out by distributing online questionnaires via social media of SME owners. In sampling, the respondents who were used as research subjects were 450 SME owners (respondents). The sampling method used in the research was nonprobability sampling which was determined using purposive sampling. The data in this study were analyzed using descriptive statistics, namely data originating from the first part of the questionnaire which contained questions regarding the characteristics of the respondents. The primary data that has been obtained is then analyzed using the SmartPLS 3.0 program. In PLS-SEM analysis, there are at least two stages that will be followed, namely evaluation of the measurement model and evaluation of the structural model (Purwanto et al., 2019). Evaluation of the measurement model aims to assess validity and reliability. The parameter used to test convergent validity is to look at the loading factor value. For research in the early stages of developing a measurement scale, a factor loading value of 0.5 – 0.6 is still considered sufficient. Apart from considering factor loadings, convergent validity can also be assessed through AVE. (Purwanto et al., 2021). The recommended AVE value is greater than 0.5. In evaluating the measurement model, apart from testing convergent validity, reliability testing is also carried out. As for testing construct reliability, it can be seen from the composite reliability value. The recommended composite reliability value is greater than 0.70 for confirmatory research, while for exploratory research a value of 0.6 – 0.7 is still acceptable (Purwanto et al., 2020).

*H1: Work-life balance will have a positive and significant influence on job satisfaction.*

*H2: Supervisor support will have a positive and significant influence on work-life balance.*

H3: Supervisor support will have a positive and significant influence on job satisfaction

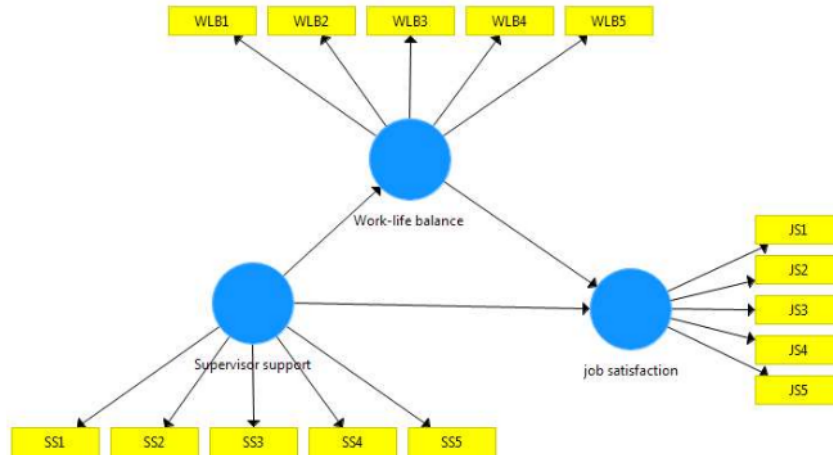


Fig 1. Research Framework

**Result and Discussion**

Measurement Model The first time the measurement model (outer model) was tested was validity testing and then continued with reliability testing. An indicator can be said to be valid for each variable if it produces a loading factor value of more than 0.70. The measurement model output using SmartPLS is as follows:

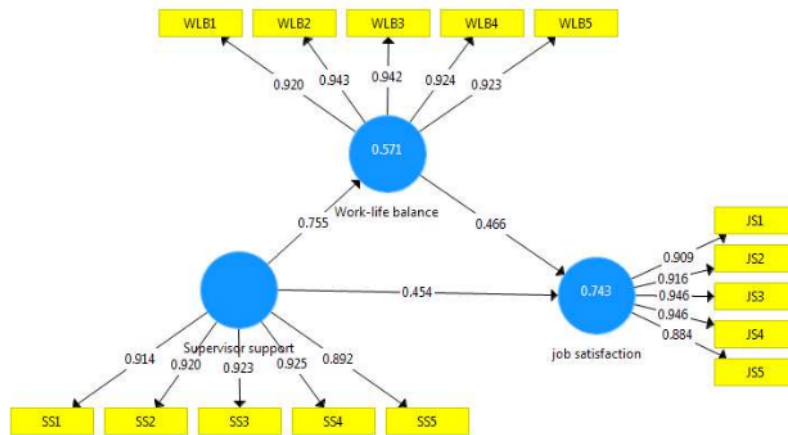


Fig 2. Validity testing

**Convergent Validity**

The load factor value from the convergent test results above shows that all the indicators of this research variable are >0.6. According to Ghozali (2018), Cronbach's alpha is acceptable if >0.6.

The closer Cronbach's alpha is to 1, the higher the internal consistency reliability. So it can be said that the research indicators above are valid and can then be used for further analysis. Convergent validity is used to test the validity of the model by seeing whether the indicators and latent variables meet the requirements to correlate with each other which is determined by the outer loading value must be > 0.70. The results of outer loading in this research are as follows:

**Construct Reliability**

The Cronbach's alpha test is used to measure reliability with the condition that the value must be more than 0.70. In terms of reliability assessment, the reliability value must be higher than the composite reliability value. Construct reliability testing in SmartPLS consists of two methods, namely Cronbach's alpha and composite reliability. The following are the results of reliability testing on SmartPLS:

Table 1. Results of Cronbach's Alpha and Composite Reliability

	Cronbach's Alpha	rho_A	Composite Reliability
Work-life balance.	0.914	0.976	0.916
Supervisor support	0.923	0.954	0.956
job satisfaction	0.910	0.912	0.976

Based on the table above, it can be seen that Cronbach's alpha value is > 0.70 and the composite reliability value is > 0.60, which means that the variables above have met the value measurement criteria for the reliability test so they can be said to be reliable. In Table Figure 5, it is known that each research variable has a Cronbach's alpha and composite reliability value greater than 0.70. Based on the results of these data, it can be stated that the variables used in this research are reliable. In the table in Figure 5, it is known that each research variable has an AVE value greater than 0.50. So it can be said that the variables used are valid.

**Hypothesis testing**

In the structural model coefficients are used to test the hypothesis, namely to determine the significant effect. If the p-value is less than 0.05 it is declared significant, likewise, if the p-value is more than 0.05 it is declared not significant. The bootstrapping test results are in Figure 3 below. In this research, hypothesis testing can be done by looking at the t-statistic values and P-values. If the P-Values < 0.05 then the hypothesis can be accepted. The following are the results of testing the hypothesis of this research:

Table 2. Hypothesis Test

Correlation	T Statistics	P Values	Conclusion
Digital transformation and performance	4.897	0.000	Supported

Digital innovation and performance	2.098	0.000	Supported
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Results <sup>5</sup> Based on the data table above, it can be seen that of the 5 (five) hypotheses proposed in this research, there are 5 (five) hypotheses or in other words all the proposed hypotheses can be accepted because they influence as indicated by the P-value Value < 0.05

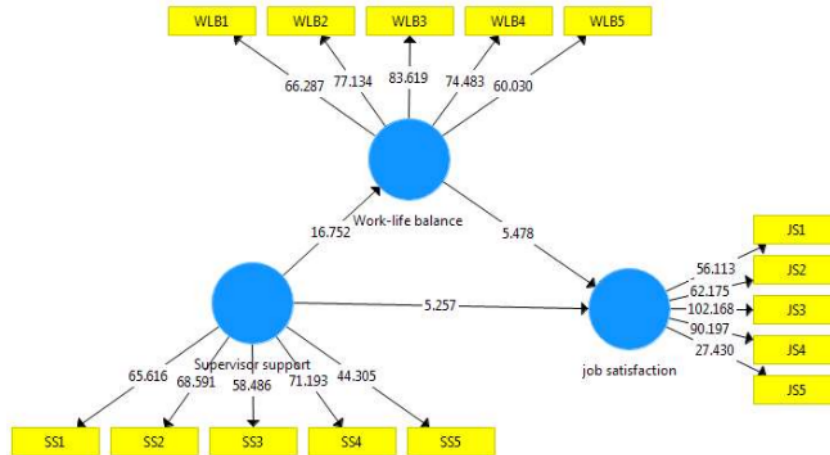


Fig 3. Hypothesis Testing

<sup>32</sup> **The Effect of Work-Life Balance on Job Satisfaction**

<sup>1</sup> Based on the results of the analysis, a p-value of 0.000 < <sup>27</sup> 0.50 was obtained, so it was concluded that there was a significant relationship. Empirically, work-life balance has a positive and significant effect on an employee's job satisfaction. The more balanced a person is in carrying out work and non-work activities, the higher the job satisfaction they will get. In their lives, employees still have enough time to do their favourite things outside the office, for example, hobbies. A fresh emotional and physical condition will ultimately be very beneficial for optimizing employee performance. This is in line with social exchange theory. The work-life balance experienced by employees at a young age is valuable capital for the sustainability of the organization. Harmony between aspects of life allows employees to organize their lives better. Inequality between aspects of life can be reduced to a minimum. According to Lamprinou et al. (2021) Fulfilling the expectations of family and superiors in the office makes employees satisfied and loyal to their work. The work-life balance experienced by employees can also minimize boredom at the office. When employees can negotiate and achieve the goals expected from the workplace and family, they will easily take the initiative to improve the quality of work. Work and non-work life are a chain that cannot be separated. Work-life balance encourages job satisfaction. <sup>12</sup> The results of this study agree with those conducted by <sup>21</sup> According to Maurya et al. (2015) Besides influencing job satisfaction, work-life balance also has a positive impact on the quality of life, employee welfare, and organizational commitment.



The results of this research show <sup>17</sup> that work-life balance has a positive effect on performance because it is supported by an organization that cares about its employees. In line with previous research, Mukururi et al. (2014) stated that the importance of <sup>26</sup> implementing work-life balance practices such as flexible working hours is necessary so that employees can carry out activities other than their obligations at work, such as activities with family, sports, hobbies and others, to maintain and improve employee quality and commitment. According to Oosthuizen et al. (2016), The research results state that personal life and <sup>43</sup> flexible working hours can positively influence employee performance. Other research states <sup>11</sup> that work-life balance and autonomy have a significant positive impact on performance. Educators who fulfil their roles in family and work and can control and manage their problems show better performance. Research According to Munir et al. (2012) states that good social relations between employees, leaders and co-workers, as well as leave policies and flexible working hours have a positive and significant influence on employee performance. Research states that the <sup>16</sup> existence of work-life balance, such as equal working hours regulations and supportive superiors, <sup>11</sup> has a significant positive impact on employee performance. According to Mukururi et al. (2014), Companies or organizations <sup>44</sup> need to create innovative methods to make employees feel happy at work so that they can have a positive impact on employee and organizational performance. The positive impact for companies that implement work-life balance is that they can reduce absenteeism, and increase productivity, loyalty, customer retention and turnover.

According to Rashmi et al. (2023), Employees who have <sup>40</sup> a balance between work and life will be able to minimize the problems they experience so they will be happier. According to Stavrou et al. (2021)

argue that career and family are the two most important things in human life. Being able to carry out roles in work life and personal life will balance these two aspects of life, resulting in employee happiness. The benefit of WLB itself is balancing work and life so that there is harmony, especially between personal and organizational life, regardless of age, work status and gender. This is in line with previous research from According to Stavrou et al. (2021) when the work domain influences a person's personal life, it will affect the level of happiness, conversely, if work motivation is well maintained, employees work enthusiastically and energetically, then the level of happiness will increase. Work-Life Balance makes employees feel free to balance work and other commitments such as family <sup>34</sup> hobbies, arts, recreation, education, and so on, apart from just focusing on work. According to <sup>34</sup> Susanto et al. (2022), <sup>17</sup> This shows that work-life balance can lead to healthy activities that will make employees happy. According to Yadav et al. (2014), Work-life balance encourages employees' ability to manage time, the level of employee psychological involvement and the level of employee satisfaction to be able to divide their roles in work and family life. The abilities of these individuals or employees help in making employees professional

### The Effect of Supervisory Support on Work-Life Balance

1 Based on the results of the analysis, a p-value of 0.000 <0.50 was obtained, so it was concluded that there was a significant relationship. The test results on primary data show that the support provided by supervisors to employees can lead to the formation of a work-life balance. Supervisors play an important role in the complex lives of married employees. This is because every aspect of life (work and non-work) has demands that need to be met. The results of this research are in line with According to Yadav et al. (2014) The support provided by supervisors enables employees to use available time wisely. Statistically, the support provided by supervisors has been able to become an antecedent for the establishment of work-life balance. This is reflected in the R-square value. In practice, organizations that have adequate supervisory support for their employees are more likely to be able to create work-life balance. The support provided by supervisors makes a big contribution to the formation of employee work-life balance. According to Talukder et al. (2018), Some of the support from supervisors that employees feel is their availability to understand family conditions. The feelings of empathy shown by the supervisor will be able to form a positive image. Employees will feel calm, and optimistic and receive psychological support when facing non-work life problems. The support provided by supervisors enables employees to meet the expectations of their families and superiors in the office. This understanding is in line with social exchange theory. According to Solanki et al. (2021), Employees will reciprocate by behaving positively towards the organization. Apart from that, the guidance and direction provided by supervisors also contribute to employees' work-life balance. In practice, employees need an example from a leader or supervisor. A good example from a supervisor can inspire employees not to ignore non-work aspects of life. According to Solanki et al. (2021), Employees are trained to carry out activities efficiently and effectively so that there is no inequality between aspects of life. Previous studies note that supervisor support can also increase employee engagement and life satisfaction.

According to Rashmi et al. (2023) superior is an individual who implements the policies of his subordinates. Whether the policy is successful or not is also determined by the behaviour shown by superiors to their subordinates This behaviour will shape the perception of subordinates to be able to achieve work-life balance. According to Yadav et al. (2014), Superiors are expected to be able to encourage their subordinates to carry out their duties and provide encouragement in the form of both emotional and instrumental support so that their subordinates can manage their work and life well. Employees who get support from their superiors will influence their work-life balance. This is proven in research conducted by Talukder et al. (2021) which states that social support that comes from partners, family members, supervisors and co-workers tends to influence a person in balancing their roles, to minimize the occurrence of conflict due to various role demands. worker. Thus, support from superiors can influence work-life balance, such as support that provides relief from tasks when there is an emergency in the family and so on.

### The Effect of Supervisory Support on Job Satisfaction

<sup>1</sup> Based on the results of the analysis, a p-value of 0.000 < 0.50 was obtained, so it was concluded that there was a significant relationship. To be able to obtain job satisfaction, an employee who has a family needs more stimulus. This is due to the complexity of life when someone is married. They have various obligations that need to be fulfilled. This indicates that the two antecedents proposed in the research model, namely supervisor support and work-life balance, can support the creation of employee job satisfaction. The results of this research are identical to studies conducted by According to Yadav et al. (2014) The form of support provided by supervisors to employees can vary. However, there are at least several things that can be observed about job satisfaction. First, the supervisor's willingness to listen to family problems. According to Talukder et al. (2021), The attention given by the supervisor can provide enthusiasm to resolve any existing problems. Second, teaching from supervisors so that employees can be successful inside and outside of work. Employees need a supervisor who is willing to have a variety of experiences and knowledge about life. This is because ideas or solutions to a problem often emerge from everyday communication. According to Solanki et al. (2021) Empirically, supervisor support for employees <sup>2</sup> has a positive and significant effect on job satisfaction. The better the support provided by supervisors to employees, the more satisfied the employees are with their work. Job satisfaction means employees do not feel bored and are always interested in working. They will also feel happier with the work they are doing now. According to Susanto et al. (2022) Enjoying work activities in the office allows employees to enjoy working. Previous studies also show that the support provided by supervisors has a positive impact on perceived organizational support and organizational performance

Organizational support and job satisfaction are factors that influence organizational commitment. Perception of organizational support is the main <sup>29</sup> concept of organizational support theory. <sup>14</sup> Perceived organizational support is employees' global beliefs regarding the extent to which the organization cares about their well-being and values their contributions. Perceptions of organizational support provide positive outcomes for members and the organization. According to Solanki et al. (2021) justice in organizations, managerial support, organizational rewards, working conditions, employee rewards, promotions, work safety, and autonomy are factors influencing perceptions of organizational support. The organization provides support to employees by committing to <sup>2</sup> paying attention to the interests and welfare of employees. According to RSaeed et al. (2014), <sup>39</sup> organizational support has a positive and significant effect on organizational commitment. Based on the results of this research, it is said that employees will have high commitment if employees believe that the organization will support and care about employees.

<sup>2</sup> Organizational support has a positive and significant effect on job satisfaction, when employees feel pleasant working conditions they will have high job satisfaction. Organizations that treat employees well by providing financial and non-financial rewards, employees will feel organizational support, so they will have higher job satisfaction and reciprocate with good performance. According to Saeed et al. (2014) and Susanto et al. (2022), organizations that have a



humanistic relationship with their staff (organizational support) will have high job satisfaction. According to Stavrou et al. (2021) states that when employees feel that the organization cares about their welfare and opinions, employees will feel job satisfaction. One of the results of the perception of good organizational support is employee job satisfaction.

## Conclusion

The results of the study show that work-life balance has a positive and significant influence on job satisfaction. Supervisor support has a positive and significant influence on work-life balance and supervisor support has a positive and significant influence on job satisfaction. The support provided by supervisors can make employees feel a work-life balance. This condition is increasingly favorable for organizations considering that the majority of workers are still young. In the future, they will be able to contribute optimally in the workplace. This is because they have sufficient opportunity, time and energy to plan their future. In short, employees can meet the expectations of their families and superiors at the office. Empirically, this research finds that work-life balance is ultimately able to encourage employees to experience satisfaction at work. Apart from work-life balance, the support provided by supervisors also has a positive influence on job satisfaction. The work carried out is interesting, so employees do not get bored easily. They become motivated to like and enjoy work activities. In other words, employees become happier with the work they currently do. Supervisor support has a positive influence on work-life balance and employee job satisfaction. There are several things supervisors can do to improve their skills in supporting employees. First, give praise. Employees need praise for every achievement they achieve. Second, communicate effectively. Supervisors need to give appropriate directions to employees while they are on duty. This is useful for evaluating the expectations and achievements obtained. Third, provide accurate information. Employees always rely on complete information from supervisors. Information relating to departments and companies is useful for harmonizing attitudes and behaviour within the organization. Apart from supervisor support, work-life balance is also a factor that plays a role in hotel employee job satisfaction. There are several things that organizations need to pay attention to about work-life balance. First, by prioritizing worker health. Good physical and mental conditions will make employees happier and more productive. Second, position employees in their preferred fields. Love for work makes a worker willing to struggle to solve the challenges they encounter. Employees also become more involved at work

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