

The Effect of Job Satisfaction, Work-Life Balance and Psychological Well-Being on Employee Performance at PT. JAS

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Abstract

Work is a need for each human in carrying themselves to a more fulfilling state than previously. What's more, a human is additionally expected to proceed to improve and foster the quality and potential in execution and efficiency in the organization to be a benchmark for progress at work and furthermore have the ability to rival others in further developing work. One of the significant elements that should be considered by the organization in accomplishing these work requests is the HR factor. The reason for this study is to figure out how much fulfillment is felt by PT JAS workers, particularly in the Product Division. Notwithstanding fulfillment, work balance, and mental equilibrium of the representatives who work. Information was gathered utilizing an examining procedure utilizing an immersed test (evaluation test), where all representatives of PT JAS in the Product unit will be the examination test. In light of the exploration that has been done, information with respect to the degree of occupation fulfillment is 0.916, the balance between fun and serious activities is 0.911, mental prosperity is 0.797, and the worker execution level is 0.933. An impediment of this examination is that it alludes to a portion of the shortcomings in this exploration. A portion of the impediments in this exploration is that it just talks about Occupation Fulfillment, WLB, and Mental Prosperity on Representative Execution. Just investigating the Commodity Office at Soekarno Hatta Worldwide Air terminal with the goal that it influences the exploration results. The factors of Occupation Fulfillment, Mental Prosperity, and Balance between fun and serious activities jointly affect worker execution, and that implies that structure and keeping up with fulfillment between proficient life and day-to-day life have become challenging to arrive at these days. Late investigations on endeavors to increment fulfillment between work and day-to-day life are known as the idea of work and family fulfillment. Work and family fulfillment as an equilibrium of job fulfillment in work and day-to-day life can be involved by the board as an instrument to spur, reward, and invigorate business development. Observed that two out of three members in his review had extravagance and comfort fulfillment, which was then connected with higher work fulfillment.

Keywords: *PT. Jas, Job Satisfaction, Work Life Balance, and Psychological Well Being on Employee Performance*



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INTRODUCTION

Work is necessary for all human beings to be more satisfied than they used to be. In addition, one also has the power to continually improve and develop the company's quality, performance, productivity potential and compete with others in improving work to be a measure of work success. Must be. One of the key factors a company must consider to meet these job requirements is the HR

factor. The focus is on the people who are the driving force of the company, as the existence of the company depends on the people behind it. To achieve this, competent employees need to carry out their work. Therefore, companies need to focus on the condition of their workers when doing the work they offer. (Mungkasa, 2020; Purwati, 2016; Dhina et al., 2014).

The focus is on the people who are the driving force of the company, as the existence of the company depends on the people behind it. To be able to achieve this, competent human resources are needed to carry out their duties. However, in the course of work, most people start to pay attention to other things besides work. Whether it's about the need to be appreciated, feel competent in work life, as well as about the imbalance between life and workload that he does for the company such as, for example, the target of completing tasks that are urgent so that sometimes they have to be brought home, work meetings until late at night which eventually disrupting family, environmental and personal needs (Bayu Putra & Fitri, 2021; Masram & Mu'ah, 2017; Wijaya & Chan, 2017).

Several studies state says there is a fairly strong correlation between job satisfaction and performance when viewed from the individual level to the organization, and found a relationship between job satisfaction and performance. The success of an organization is greatly influenced by its people's performance. Every organization or company always seeks to improve employee performance in the hope that the company's goals will be achieved. One of the ways companies take to improve employee performance, for example, job satisfaction, peace of mind at work, and employee readiness to work, also supported by the level of education, training to increase work skills, providing appropriate compensation, providing motivation, and create a conducive work environment and have discipline. By improving employee performance, the company can survive in an unstable competitive environment. (Hendra, 2020; Amperawan et al., 2017; Juniantara & Riana, 2015).

The success of various activities within the company to achieve the goal depends not only on the technical benefits, available resources, and the company's facilities or infrastructure but also on the aspects of human resources. The company moves forward and develops along its path, with many challenges and obstacles. One is how the company can improve the performance of its employees. In general, performance can be interpreted as the whole process of a person's work, and the results are used as the basis for determining whether a person's work is good or bad. (Prayogi et al., 2018; Putrana et al., 2016; Fitria, 2013).

Researchers are interested in conducting research at PT. Jasa Angkasa Semesta is a company engaged in services, *Ground Handling*, especially *Export Cargo*, because this field has full responsibility for the comfort, safety, and delivery of goods owned by consumers. PT. Jasa Angkasa Semesta has a high dedication so that the *Ground Handling* Company can survive for approximately 37 years and serve dozens of domestic and international airlines. (Semesta, 2010) To respond to this, PT Jasa Angkasa Semesta is required to optimize all available resources, one of which is human resources. Human resources are one of the most important factors in achieving company goals. This causes every company to be very dependent on the activities and creativity of human resources. During the current Covid-19 pandemic, companies in the service sector really have a huge impact. Many companies are laying off some of their employees in order to cut company expenses at times like this until later this pandemic period is over, and employees will be called back to work. Therefore, employees play an important role in a company. The following units and the number of existing employees:

Table 1. List of Employees of PT. Universal Space Services

No.	Unit	Quantity
1.	<i>Acceptance Document</i>	31 Persons
2.	<i>Acceptance Cargo</i>	20 Persons
3.	<i>General Manifest</i>	15 Persons
4.	<i>Build up</i>	15 Persons
5.	<i>Dispatcher</i>	15 Persons
6.	<i>Dedicated Singapore Airlines</i>	3 Persons
7.	<i>Dedicated Etihad Airways</i>	4 Persons
8.	<i>Dedicated Qatar Airways</i>	5 Persons
9.	<i>Dedicated Emirates Airlines</i>	4 Persons
10.	<i>Dedicated Raya Airways</i>	2 Persons
11.	<i>Dedicated Turkish Airlines</i>	3 Persons
13.	<i>Dedicated Oman Airways</i>	2 Persons
14.	<i>Dedicated Cathay Pacific</i>	5 Persons
15.	<i>Dedicated Jet star</i>	2 Persons
16.	<i>Dedicated Philippines Airlines</i>	2 Persons
17.	<i>Dedicated Cargo lux</i>	2 Persons
18.	<i>Dedicated Saudia Airlines</i>	2 Persons
19.	<i>Dedicated Malaysia Airlines</i>	3 Persons
<i>Total</i>		<i>135 Persons</i>

Source: HRD PT. Jasa Angkasa Semesta

The purpose of this research is to explore the relationship between *job satisfaction, psychological well-being, and work-life balance* at PT. Universal Space Services. This study's result can also contribute to the theoretical/scientific level of human resource management and improve *service excellence* in the aviation industry sector.

LITERATURE REVIEW

Employee Performance

Performance is defined as something to be achieved, demonstrated achievement, and one's ability to argue that performance is a combination of expected behavior with individual task choices in the organization to achieve work performance. Performance is the achievement of a given task (Prayogi et al., 2018). Performance is the result of the quality and quantity of work that employees can achieve as they perform their tasks according to their assigned responsibilities; good performance will support the achievement of goals in *supply chain management* and increase the company's competitiveness (Sutia, Riadi, & Fahlevi, 2020).

Every organization needs employees of exceptional competence, whose Achievement is the result of work expressed both quantitatively and qualitatively. Quantitative performance is the result achieved measured in numbers like the number of employees working in the unit per day, the volume of goods the employee can lift, etc., while the work can be carried out. Qualitatively expressed by qualities. Such as good or bad works produced. (Mangkunegara, 2005) Performance

is a benchmark for success in achieving job requirements. The job requirement serves as a guide and reference for the employee in performing his or her duties and responsibilities. Optimally met job requirements are an indication of the level of job success. Achieving these job requirements is an important factor in the success of an employee's job performance. (Ratnasari, Sutjahjo, & Adam, 2020).

Employee performance concepts relate to the level and quality of effort, collaboration, commitment, lateness and absence, and employee compliance with organizational standards. Similarly, employees who work to accomplish a particular job lead to positive results and actions. Employee performance is the measurable performance and contribution of each employee. This is a complicated concept that can be influenced by a number of variables, including an employee's age, gender, recognition, and job satisfaction. (Idris, Adi, Soetjipto, & Supriyanto, 2020). Employee performance is the result of the quality and quantity of work done by employees in performing tasks according to their assigned responsibilities. (Management, 2016).

Job Satisfaction

Employee job satisfaction is an integral part of an organization's success. Job satisfaction is described as a feeling that an individual maintains about his or her job. (Damayanti & Budiharto, 2019) Job satisfaction is the degree to which employees like their work and the feelings employees have about their current workplace conditions. In other words, it is the feeling of employees towards their work both as a whole and in various aspects as a result of knowledge and employee evaluation of their work, which in turn will direct employees to certain behaviors. (Lee, Kim, & Kim, 2013). A person may be satisfied with one or more aspects of his job but dissatisfied with others. Work is a routine thing where individuals see their meaning and identity, and job satisfaction is also related to how satisfied someone is in their life (Wijani & Candra, 2020).

People who are highly satisfied with their work show a positive attitude toward work, and are dissatisfied will show a negative attitude toward the job itself. (Kurniawan, 2011). Job satisfaction in employee Management can be used as a tool to motivate, reward, and inspire business growth. In other words, a person's satisfaction with his work has a reciprocal relationship (*spillover*) with other aspects of life (Damayanti & Budiharto, 2019).

Work-Life Balance

Work-life balance is a measure of the psychological development and mental health of each individual, including the scale of the level of independence and positive relationships with people around, such as family, community, and co-workers. The psychological well-being of each employee is one of the factors that cannot be separated and is very important in a company because the psychological well-being of each individual has a significant influence on making the progress of a company effective (Shakir, 2018). Positive correlation between workplace flexibility and work-life balance with positive well-being. Work-life balance is the ability of individuals to fulfill their jobs well, fulfill commitments made with family and other responsibilities such as work and activities outside of work (Alameeri, Alshurideh, Al Kurdi, & Salloum, 2021).

Work-life balance is a challenge to combine work with other parts of life; activities related to work, social relationships, and personal pleasures need to be balanced (Nurani & Nilawati, 2016). Work-life balance has a significantly important role in psychological well-being, which is defined as the extent to which an individual has a purpose in life, whether they realize their potential, the

quality of their relationships with others, and the extent to which they feel responsible for their own lives and performance behavior (Conscience et al., 2019).

Work lifestyles stability way personnel can freely use bendy running hours to stability their paintings or paintings with different commitments including their own circle of relatives, hobbies, arts, research, and now no longer simply awareness on their paintings. A desirable painting's lifestyle stability is described as a state of affairs in which the worker feels capable of stability paintings and private lifestyles or different commitments. Work lifestyle stability is a person's capacity to stabilize the needs of labor with non-public and own circle of relatives needs. Work lifestyle stability is described as an individual's capacity to satisfy their paintings and own circle of relatives' commitments, in addition to different non-paintings responsibilities (Gigi & Sangeetha, 2021).

Psychological well being

Human resources are important assets in companies that need to be managed properly; no wonder many companies are competing to offer a variety of attractive programs or facilities to motivate the performance of employees or prospective employees. (Kang, Ji, Baek, & Byon, 2020). One strategy is to fulfill a psychological contract. The fulfillment of psychological contracts will affect employee job satisfaction which is one of the aspects of psychological well-being employees which is allegedly able to affect employee performance. (Naami, Qanavati, & Hashemi, 2020) Psychological well-being is a very important thing in human life, including in the scope of companies or organizations.

An employee with good psychological well-being will have an impact on job satisfaction, work ethic, and loyalty, which in turn will affect employee performance. A person can be said to have good psychological well-being if the individual has positive emotions that are greater than negative emotions and can maintain positive emotional stability and improve the negative emotions that exist within him. (Rastogi & Garg, 2011). Employees can carry out their functions positively, productively, free from anxiety, able to overcome various problems in their personal and work life, and have good interpersonal relationships with other people, co-workers, superiors, or subordinates (Sofyanty & Setiawan, 2020). Psychological factors are factors that originate from within the individual employee related to the employee's mental and psychological conditions that can affect the quantity and quality of employee performance gains. Psychological factors must be observed by leaders so that they can provide information to solve employee behavior and performance problems (Devi & Suwena, 2018).

A high level of psychological well-being indicates that the person has a good relationship with the environment, has good self-confidence, can build good relationships with others, and shows that the individual has personal goals as well as in his work. Psychological Well Being is a condition where the individual is able to carry out positive things in his life, one of which is by having good relations with the surrounding environment, being able to establish good relationships with other people, willing to accept himself as he is, able to face the problems being faced and able to feel life satisfaction for themselves (Dhina et al., 2014).

RESEARCH METHOD

Research location and research time

This research was conducted at PT. Jasa Angkasa Semesta Department of Export Cargo, which is located at Soekarno-Hatta International Airport, Tangerang – Banten. This research is planned for March 2021.

Population and Sample

The population is a generalized field that includes subjects or subjects with Study specific qualities and properties determined by the researcher and draw conclusions. (Sugiono, 2017). The population in this study is employees of PT. Jasa Angkasa Semesta Department of Export Cargo, totaling 135 people.

Conceptual

Framework The conceptual framework is the concept of a study that shows the relationship between variables in the analysis process. The chart of the research is as follows:

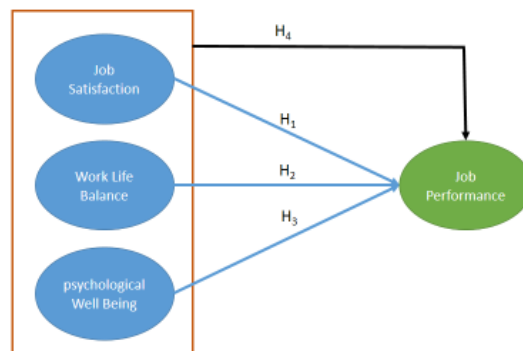


Figure 1 Framework of Research

The hypothesis are as follows:

H₁: *Job Satisfaction* has an effect on performance

H₂: *Work-Life Balance* has an effect on performance.

H₃: *Psychological Well Being* has an effect on performance

H₄: *Job Satisfaction, Work-Life Balance, and Psychological Well Being* together have an effect on employee performance.

RESULTS AND DISCUSSION

Validity and Reliability Test

In the results of the validity measurement in this study, there is one value that is not significant in the variables of Job satisfaction, work-life balance, psychological well-being, and employee performance in each instrument, which is more than 0.05 and the rest there is a significant value, which is less than 0.05 from Pearson correlation value which means that one statement item in the questionnaire for the variables Job satisfaction, work-life balance, psychological well-being and employee performance used is declared invalid and the rest is declared valid. Then the results of the reliability test showed the results of the reliability test with Cronbach's alpha value > 0.600. The test results show that all indicators of job satisfaction (0.916),

work-life balance (0.911), psychological well-being (0.797), and employee performance (0.933) are declared reliable.

Respondents Descriptive Analysis

A descriptive analysis was conducted to describe the results that have been obtained related to the characteristics of the respondents and the variables in the study. Based on the results of the distribution of questionnaires conducted online using Google Forms collected, as many as 135 respondents can be described as follows. The characteristics of the respondents explained related to gender, age, last education, the distance between home and office, length of work, and income for employees at PT. Angkasa Semesta Services, especially in the Export Department. It is known that most of the respondents are male, with a total of 103 people (76.3%). Meanwhile, female respondents only amounted to 32 people (23.7%). Then, based on age, employees currently working in the Export Department are dominated by respondents aged 20 -25 years, with a total of 47 people (34.8%). Based on education, currently, the majority of respondents have the latest education in SMA/SMK, and it can be said that those who have just finished school education immediately work in Export Cargo with a total of 79 people (58.5%).

Descriptive Analysis per Variable

Descriptive analysis per variable to determine the variables Job satisfaction, work-life balance, psychological well-being, and employee performance as seen from the average (mean) of each variable. The results of distributing questionnaires for statements on the Job satisfaction variable show that the statement "The income I earn can increase morale" has a low average respondent's answer of 3 compared to other statements, so special attention is needed on the Job satisfaction variable. Meanwhile, the statement "I feel happy with the opportunity to learn new things in my work" has the highest average of 4, indicating that the respondents agreed because, in the Export Department, the scope is currently filled by respondents aged 20 - 25 years in which they still have a high curiosity.

Distributing questionnaires for statements on the work-life balance variable shows that the statement "In carrying out my work, I am not pressured by many rules" has a low average of 3 answers compared to other statements, so special attention needs to be paid to the WLB variable. . Meanwhile, the statement "Working in this company does not have a harmful effect on my life" which has the highest average of 4 indicating that respondents agree about this because each job is based on the applicable SOP.

The results of the questionnaire for statements on the psychological well-being variable show that the statement "I can always gather with my family even though my work is busy" has a low average of 3 answers compared to other statements, so special attention needs to be paid to the psychological well-being variable. . Meanwhile, the statement "Work doesn't interfere with my family's affairs" has the highest average of 4 indicating that respondents agree about this, because they have flexible working hours, namely shifting.

Based on the results of the questionnaire for statements on employee performance variables, it shows that the statement "The company provides adequate facilities for me to work" has the lowest average answer of 3 compared to other statements, so special attention is needed on employee performance variables. Meanwhile, the statement "For me, appreciation for work performance is important" has the highest average of 4, indicating that this company provides rewards to its employees who can contribute more to the company, especially the Export Department.

Analysis of the Fit of the Whole Model

Judging from the multiple linear regression analysis, the independent variables (Job Satisfaction, WLB, and PWB) affect the dependent variable (employee performance). From the results of the F count value of 121.134 with the value of $0.000 < 0.05$, it means that the independent variables have a joint and significant effect on the dependent variable, and from the results of the t-count value of 2.921 with a significant value of $0.04 < 0.005$, which means that the Job Satisfaction variable has a partial or partial effect. Significant to employee performance variables. From the results of the t count of 1.749 with a significant value of $0.083 > 0.005$, its means that the work-life balance variable has no partial and significant effect on employee performance. The results of the t count of 4.518 with a significant value of $0.000 > 0.005$, which means that the Psychological Well-Being variable has a partial or significant effect on the employee performance variable.

Furthermore, this assessment produces a regression as follows:

Hypothesis	Job Satisfaction (X ₁)	WLB (X ₂)	PWB (X ₃)	Job Satisfaction (X ₁) WLB (X ₂) PWB (X ₃)	
Job Performance (Y)	0,004	0,083	0,000	0,000	R ² = 0,766
	< 0,05	> 0,05	> 0,05	< 0,05	Middle
	Significant	Not Significant	Significant	Significant	Correlation

Source: Primary Data Processed (2021)

The job satisfaction variable has a positive effect on employee performance, which means that job satisfaction is a reaction that affects a person's attitude towards various aspects of his job. High job satisfaction is believed to affect the increase in individual performance. Low job satisfaction causes many negative impacts, such as high absenteeism, job changes, lazy work, and so on.

The Work-Life Balance variable has no effect on employee performance, which means Work-Life Balance is a component that is an important factor in improving employee performance which is a condition that involves employee welfare within a company. Work-Life Balance is defined as an individual's ability to fulfill their work and family commitments. Work-life balance, in addition to the relationship between work and family functions, also involves other roles in other areas of life.

Psychological Well Being variable has a positive effect on employee performance, which means that employees are related to employee mental and psychological conditions that can affect the quantity and quality of employee performance gains. Psychological factors must be observed by the leadership so that they can provide information to solve employee behavior and performance problems.

Variables of work satisfaction, psychological well-being, and work-life balance collectively affect employee performance. In short, building and maintaining satisfaction between work and family life has been difficult these days. Recent research on increasing work and family satisfaction is called the concept of work and family satisfaction (the balance between work and family satisfaction). Work and family satisfaction as a balance between work and family role satisfaction can be used by management as a tool to motivate, reward, and inspire business growth. Two out of three participants in his study found that life satisfaction was high, which was associated with increased work satisfaction.

CONCLUSION

The Job Satisfaction variable has a positive effect on employee performance, which means that job satisfaction is a reaction that affects a person's attitude towards various aspects of his job. High job satisfaction is believed to affect the increase in individual performance. Low job satisfaction causes many negative impacts, such as high absenteeism, job changes, lazy work, and so on.

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Psychological Well Being variable has a positive effect on employee performance, which means that employees are related to employee mental and psychological conditions that can affect the quantity and quality of employee performance gains. Psychological factors must be observed by the leadership so that they can provide information to solve employee behavior and performance problems.

The variables of job satisfaction, psychological well-being, and work-life balance have an overall effect on employee performance, which means today, it's more important to build and maintain employee satisfaction. Satisfaction between work and home life has become difficult. Recent studies on efforts to increase satisfaction between work and home life are known as the concept of work and family satisfaction. Work and family satisfaction is a balance between work and home life satisfaction that can be used by management as a tool to motivate, reward, and drive business growth. It was found that two out of three of his study participants had a high level of life satisfaction, which was then associated with a higher level of job satisfaction.

ACKNOWLEDGEMENTS

Developments for further research, namely, researchers can examine as a whole and add other variables besides Job Satisfaction, Psychological Well Being, and Work-Life Balance play a

role in employee performance. Further researchers can focus on other objects and develop their research objects with different variables.

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