

## **Implementation of Work-Life Balance and Work Stress for Job Satisfaction During the Covid-19 Pandemic**

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### **Abstract**

In order to maximize work-life balance, minimize work stress, and utilize teachers as human resources, flexible work arrangements must be implemented. It is intended that the adoption of online learning platforms will lessen stress and boost job satisfaction by requiring teachers to practice work-life balance and flexible scheduling. But in practice, a lot of teachers do not even feel satisfied in their positions. This study aims to examine the relationship between work-life balance, stress at work, and job satisfaction as well as the impact of these factors on job satisfaction. This study focuses on the 168 State High School Civil Servants Teachers in Pematang Siantar City who received their certifications using a proportional random sample technique and normality-based data analysis. The SPSS Statistic version 20 program was used to run the test. The findings demonstrated that the answers met the criteria for job satisfaction, work-life balance, and work stress. The analysis of the correlation coefficient produced strong and favorable results. The results of the hypothesis testing revealed that, during the COVID 19 pandemic, Senior High School Teachers in Pematang Siantar City's work-life balance and work stress have a favorable and significant impact on job satisfaction.

**Keywords:** *Job Satisfaction; Work-Life Balance; Work Stress*



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### **INTRODUCTION**

In the current situation, starting in 2020 countries around the world are fighting a deadly virus called coronavirus 19 (Covid-19) (BBC 2020). With the declaration of Covid-19 as a global outbreak, the Ministry of Education and Culture has implemented a policy to implement learning with distance or online learning methods (Kementerian and Kebudayaan 2020). Schools are required to introduce learning with new measures to support social distancing to prevent the spread of Covid-19

Indonesia's educational system is today of very poor quality. Indonesia's human development index is falling, according to studies by the United Nations Educational, Scientific and Organizations (UNESCO). In Asia, Indonesia is rated 12th out of 12 countries (BBC 2020). Indonesia ranks just 37th out of 57 nations in the world in terms of its level of competitiveness. According to this information, Indonesia's educational system remains in threat (Martinus 2020).

In order to identify answers that can be used to a variety of problems that occur and can generate creative and inventive chances to improve the living sector, this condition demands cooperation between people and information technology (Andriyana and Supriansyah 2021). Teachers must be able to balance work and life in order to handle situations like these (Gusvita 2020).

Although teachers must be capable of working hard, they also have lives outside of the classroom that must be taken into account. One of the elements that affects job satisfaction is work-life balance (Rondonuwu, Rumawas, and Asaloei 2018). Therefore, work-life balance is correlated with employee job satisfaction (Arif and Farooqi 2014). It is envisaged that the occurrence of a healthy work-life balance would strengthen the teacher's resilience, enabling him to make decisions more quickly and effectively and to stay away from mentally taxing circumstances like stress. Because stressful mental circumstances can negatively affect activities and health.

Numerous factors, including those from both within and outside of the workplace, such as family issues and demanding professional assignments, can cause stress (Saleh, Russeng, and Tadjuddin 2020). The tremendous demands of the job prevent workers from taking breaks and relaxing. Pressures from an excessive workload and lack of free time, such as pressing deadlines, are connected to job expectations (Sutapa 2017). This may result in stress and despair, which will ultimately have a negative influence on the job itself and may prevent the organization from attaining long-term objectives (Safitri and Astutik 2019).

The purpose of this study is to analyze the picture of work-life balance, work stress, and job satisfaction and to analyze the effect of work-life balance and work stress on job satisfaction. Thus, it can be clearly known what things cause work-life balance and work stress can affect job satisfaction in teachers of State High School in Pematang Siantar City during the Covid-19 pandemic.

## **LITERATURE REVIEW**

The foundation for theoretical descriptions pertaining to research topics is a literature review. The literature review represents the theoretical core of an article. The purpose of a literature review is to "look again" what other researchers have done regarding a specific topic. A literature review is a means to an end, namely to provide background to and serve as motivation for the objectives and hypotheses that guide one's own research. A good literature review should not merely provide a summary of previous relevant research, the researcher is also expected to critically evaluate, re-organize and synthesize the work of others. The discussion about work stress, work-life balance, and job satisfaction is explained in the paragraphs follow.

### **Job Satisfaction**

In the world of work, job satisfaction is the result of an employee's or workforce's perception of how well their job provides things that are considered important by the employee (Ganapathi 2016). The job satisfaction dimension (Parimita and Widyastuti 2015) is the work itself, payment (pay), promotion opportunity, supervisor, co-workers (work group), and working conditions. (Chandra Putra et al., 2020) states that work-life balance has a major influence on employee job satisfaction. Therefore, the organization or company must pay attention to some of these aspects.

### **Work Life Balance**

Work-life balance is a balance of life, namely free time, family, religion and work, namely career and ambition in an individual should be equally balanced, namely to reduce tension between work and employee life (Rahmawati 2014). The dimensions of the work-life balance (Andriyana and Supriansyah 2021) variables are WIPL (Work Interference with Personal Life), PLIW (Personal Life Interference with Work), PLEW (Personal Life Enhancement of Work), WEPL (Work Enhancement of Personal Life).

### **Work Stress**

Work stress is a condition of tension that creates a physical and psychological imbalance, which affects the emotions, thought processes, and conditions of an employee (Safitri and Astutik 2019). Job stress does not come by itself, but there are many factors that can cause work stress in employees. In this study, the measurement of work stress used the dimensions of workload, job position, relationships at work, career development to measure the work stress variable (Yasa and Dewi 2019).

### **Work-Life Balance on Job Satisfaction**

Work-life balance has a relationship and influence on job satisfaction. According to Ganapathi (2016) there are certain emphasizes to examine the elements of work-life balance that have an influence on the welfare, attitudes and outputs produced by workers in the workplace. This shows that a good work-life balance can lead to healthy activities that will satisfy employees.

Chandra Putra et al (2020) states that work-life balance has a major influence on employee job satisfaction. The greater the level of balance in the work and personal life of an employee, the greater the employee's commitment and also the level of employee satisfaction with his work. In companies where employees carry out work-life balance policies such as flexibility, family-friendly benefits, programs and initiatives about work and personal life, it shows benefits such as increased job satisfaction at the level towards loyalty and commitment to the company's goals and mission.

### **Work Stress on Job Satisfaction**

Stress is a condition of tension that affects a person's emotions, thinking processes, and condition. Meanwhile, job satisfaction is a pleasant emotional state in which employees look at their work. The two are interconnected as stated (Parimita and Widyastuti 2015) that one of the impacts of psychological stress can reduce employee job satisfaction.

High work stress causes a decrease in job satisfaction, so that more stress is experienced and the lower their job satisfaction (Safitri and Astutik 2019). For many people the quantity of stress that is low to moderate, allows them to do their job better, since it makes them able to increase work intensity, alertness and the ability to react. But high levels of stress, or even prolonged moderate levels, will eventually lead to job satisfaction.

### **RESEARCH METHOD**

Field research and library research are the research designs used in writing about and debating issues related to this research. The study's focus is on civil servant teachers, who are licensed to teach in as many as 296 public senior high schools in Pematang Siantar City. These schools are overseen by the Siantar Branch of the North Sumatra Provincial Education Office, which is located on Jalan Sisingamangaraja No. 73 in the East Nagahuta District of Siantar Marimbun District, Pematang Siantar City. Based on proportional random sample technique and data analysis through normality, the sample size was 168 respondents.

In this study, the data sources used by the authors are primary data and secondary data. The data collection techniques used are interviews, questionnaires, and documentation. The data analysis technique used is a quantitative descriptive analysis technique namely linear regression analysis, correlation and determination analysis and hypothesis testing.

### **Multiple Linear Regression Analysis**

The equation that states the form of the relationship between the independent variable (X) and the dependent variable (Y) is called the regression equation. The regression model used is:

$$\hat{Y} = b_0 + b_1 X_1 + b_2 X_2 \dots \dots \dots (\text{Sugiyono 2017})$$

### **Correlation coefficient analysis and determination**

The coefficient of determination (R) is the coefficient of determining the magnitude of the contribution of the variable X to the rise and fall of the value of the variable Y. This coefficient indicates the proportion of total variability in the corresponding variable described by the regression model. The value of R is at intervals of  $0 \leq R \leq 1$ .

### **Test the Hypothesis**

#### *Simultaneous Test (F-test)*

The F test is a test that is carried out to find out whether between the independent variable, namely work-life balance, work stress and the dependent variable, namely job satisfaction, has a significant effect or not simultaneously. The calculated value is compared with the F-table value for the 5% error of the two-party test and  $dk = n-2$ , then the value of the  $F_{\text{tabel}}$  is obtained.

#### *Partial Test (t test)*

The t test is a test that is carried out to find out whether between the independent variable, namely work-life balance, work stress and the dependent variable, namely job satisfaction, has a significant effect or not partially. The calculated value is compared with the ttable value for the 5% error of the two-party test and  $dk = n-2$ , then the value of the  $t_{\text{tabel}}$  is obtained.

## **FINDINGS AND DISCUSSION**

### **Overview of Job Satisfaction in Teachers of Pematang Siantar City State High School**

Overall, it can be seen that job satisfaction at the teachers of state high school in Pematang Siantar City got a total answer score of 3,023, total weighted answers of 11,927, the average score was at an average level of 3,94 with satisfied answers, standard deviations of 0,70, a range of values ranging from 3,24 to 4,64 and with a fairly satisfied to very satisfied category. The highest level of average job satisfaction is in the dimension of colleagues with indicators of colleagues' support with questions of family atmosphere in work that are well-built with an average level of 4,33 which is very satisfied. The lowest average level of job satisfaction is in the dimension of promotional opportunities on the indicator of career development opportunities with work environment questions that support getting an increase in positions that have an average level of 3,55 which is contrary to satisfaction, this is a weakness of job satisfaction.

### **Overview of Work-Life Balance in Teachers of Pematang Siantar City State High School**

Overall, it can be seen that the work-life balance for teachers of state high school in Pematang Siantar City got a total answer score of 2,182, total weighted answers of 8,541, the average score was at an average level of 3,91 with good answers, a standard deviation of 0,69, a range of values ranging from 3,22 to 4,60 and with a fairly good to very good category. The highest average work-life balance level is in the WEPL (Work Enhancement of Personal Life) dimension with personal life indicators with work tasks with an average level of 4,28 which is very goodly measured. The lowest average work-life balance

level is in the WIPL (Work Interference with Personal Life) dimension on the personal life time indicator which has an average level of 2,76 which is quite good, this is a weakness of the work-life balance.

### Overview of Work Stress in Teachers of Pematang Siantar City State High School

Overall, it can be seen that the work stress of the teachers of the state high school in Pematang Siantar City received a total score of 2,016 answers, the total weighted answers were 6,613, the average score was at an average level of 3,28 with quite high answers, a standard deviation of 0,80, a range of values ranging from 2,48 to 4,08 and with high to low categories. The highest average level of work stress is in the dimension of relationships in the workplace with an average level of 4,22 which is a very low benchmark. The lowest average level of work stress is in the dimension of workload which has an average level of 1,54 which is a very high benchmark, this is the weakness of work stress.

### Quantitative Descriptive Analysis

#### The Effect of Work-Life Balance on Job Satisfaction

At this stage, linear regression test is carried out to analyze the magnitude of the effect of work-life balance on job satisfaction. The following table is the result of a simple regression of work-life balance against job satisfaction, as follows:

Table 1. Work-Life Balance against Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	<b>18,192</b>	3,026	
<b>Work-life balance</b>	<b>1,039</b>	,059	,807

Source: results of questionnaire processing using SPSS (2022)

The regression equation was obtained, namely  $\hat{Y} = 18,192 + 1,039X$ , meaning that there is a positive influence between work-life balance on job satisfaction in State High School Teachers in Pematang Siantar City.

#### The Effect of Work Stress on Job Satisfaction

At this stage, a linear regression test is carried out to analyze the magnitude of the effect of work stress on job satisfaction. The following table is the result of a simple regression of work stress on job satisfaction, as follows:

Table 2. Work Stress against Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	<b>51,907</b>	3,924	
Stres_Kerja	<b>,485</b>	,098	,357

Source: results of questionnaire processing using SPSS (2022)

The regression equation was obtained, namely  $\hat{Y} = 51,907 + 0,485X$ , meaning that there is a positive influence between work stress on job satisfaction in State High School Teachers in Pematang Siantar City.

### Correlation Coefficient and Coefficient of Determination

To calculate the strength of the work-life balance relationship and work stress on job satisfaction in State High School Teachers in Pematang Siantar City, it is stated by a correlation coefficient that is often symbolized by  $r$ . The calculated value of  $r$  can be calculated with the SPSS program.

### The Relationship of Work Stress to Job Satisfaction

At this stage, correlation analysis testing is carried out to calculate the strength of the relationship between work stress and job satisfaction. The following table is the result of the analysis of the correlation of work stress to job satisfaction, as follows:

Table 3. Work Stress to Job Satisfaction

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	<b>,357<sup>a</sup></b>	<b>,127</b>	,122	8,06951

Source: results of questionnaire processing using SPSS (2022)

The level of  $r = 0,357$  has been obtained, which means that a low relationship is obtained between work stress and job satisfaction in state high school teachers in Pematang Siantar City. Furthermore, the level of coefficient of determination (RSquare) of 0,127 means that the high and low job satisfaction can be explained by 12,7%, while the remaining 87,3% is explained by other variables that are not discussed in this study.

### Work-Life Balance Relationship to Job Satisfaction

At this stage, correlation analysis testing is carried out to calculate the strength of the work-life balance relationship to job satisfaction. The following table is the result of the analysis of the correlation of work-life balance to job satisfaction, as follows:

Table 4. Work-Life Balance to Job Satisfaction

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	<b>,807<sup>a</sup></b>	<b>,651</b>	,649	5,09975

Source: results of questionnaire processing using SPSS (2022)

The level of  $r = 0,807$  has been obtained, which means that a very strong relationship is obtained between work-life balance and job satisfaction in state high school teachers in Pematang Siantar City. Furthermore, the level of coefficient of determination (RSquare) of 0,651 means that the high and low job satisfaction can be explained by 65,1%, while the remaining 34,9% is explained by other variables that are not discussed in this study.

### Hypothesis Test

#### Hypothesis Test 1: The Effect of Work-Life Balance on Job Satisfaction in State High School Teachers in Pematang Siantar City

This method is done to determine whether the hypothesis is rejected or accepted. In addition, this method is useful for seeing whether the work-life balance is able to affect job satisfaction. If  $t_{hitung} > t_{tabel}$  or significance  $\leq 0,05$  then  $H_0$  is rejected. The t-test calculation output is found in the following table.

Table 5. Results of the Work-Life Balance t Test on Job Satisfaction

Model	UnstandardizedCoefficients		StandardizedCoefficients	t	Sig.
	B	Std.Error	Beta		
(Constant)	18,192	3,026		<b>6,012</b>	<b>,000</b>
<b>Work-life balance</b>	1,039	,059	,807	<b>17,606</b>	<b>,000</b>

Source: results of questionnaire processing using SPSS (2022)

It can be seen  $t_{count}$  on the work-life balance element worth  $17.606 > t_{table}$  with  $df = n-2$  ( $168-2=166$ ) worth 1.9744 or significance of  $0,000 < \alpha 0,05$ . Thus,  $H_0$  was rejected, meaning that work-life balance had a positive and significant effect on job satisfaction in State High School Teachers in Pematang Siantar City. This is in line with the research conducted by (Fayyazi and Aslani 2015).

### Hypothesis Test 2: The Effect of Work Stress on Job Satisfaction in State High School Teachers in Pematang Siantar City

This method is done to determine whether the hypothesis is rejected or accepted. In addition, this method is useful for seeing whether work stress can really affect job satisfaction. If  $t_{hitung} > t_{tabel}$  or significance  $\leq 0,05$ , then  $H_0$  is rejected. The t-test calculation output is found in the following table:

Table 6. Results of the Work Stress Test on Job Satisfaction

Model	UnstandardizedCoefficients		StandardizedCoefficients	t	Sig.
	B	Std.Error	Beta		
(Constant)	51,907	3,924		<b>13,228</b>	<b>,000</b>
Stres_Kerja	,485	,098	,357	<b>4,927</b>	<b>,000</b>

Source: results of questionnaire processing using SPSS (2022)

It can be seen  $t_{count}$  on the work stress element worth  $4.927 > t_{table}$  with  $df = n-2$  ( $168-2=166$ ) worth 1.9744 or significance  $0,000 < \alpha 0,05$ . Thus, it can be stated that  $H_0$  is rejected, meaning that work stress has a positive and significant effect on job satisfaction in State High School Teachers in Pematang Siantar City. This is in line with the research conducted by.

### Hypothesis Test 3: The Effect of Work-Life Balance and Work Stress on Job Satisfaction in State High School Teachers in Pematang Siantar City

This method is done to determine whether the hypothesis is rejected or accepted. In addition, this method is useful for seeing whether work-life balance and work stress are able to affect job satisfaction together. If the  $F_{count} > F_{tabel}$  or significance  $\leq 0,05$ , then  $H_0$  is rejected. The  $t_{test}$  calculation output is found in the following table:

Table 7. F Work-Life Balance and Work Stress Test Results on Job Satisfaction

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	8089,549	2	4044,775	<b>155,299</b>	<b>,000<sup>b</sup></b>
1 Residual	4297,445	165	26,045		
Total	12386,994	167			

Source: results of questionnaire processing using SPSS (2022)

As per table 7. in that case, it can be seen that F-counts on the elements of work-life balance and work stress worth  $155,299 > F_{table}$  with  $df = n-k-1$  ( $168-3-1=164$ ) worth 2,66 or significance of  $0,000 < \alpha$

0,05. Thus, it can be stated that  $H_0$  is rejected, meaning that work-life balance and work stress have a positive and significant effect on job satisfaction in State High School Teachers in Pematang Siantar City. This is not in line with the research conducted by (Chandra Putra et al. 2020).

## **Evaluation**

### **Job Satisfaction at a State High School Teacher in Pematang Siantar City**

According to the findings from the dimensions used in this study, Pematang Siantar City's state high school teachers can be said to have a satisfactory level of job satisfaction. Teachers must be prepared to overcome all challenges during teaching and learning activities during the Covid-19 Pandemic. In any circumstance, teachers must continue to perform their duties in order to continue educating their students. obstacles that teachers encounter when engaging in online teaching and learning activities, such as unfavorable network conditions that result in subpar material delivery. The learning media offered is monotonous for teachers who do not understand IT (information and technology), which prevents the learning from being interactively dominant. Another obstacle faced by the teacher is the character or behavior of the students who are difficult to monitor and the tasks given by the students are piled up. Assessments carried out by teachers in the form of Daily Assessment (PH), Midterm Assessment (PTS), End of Semester Assessment (PAS) are less integrated. Although teaching and learning activities are carried out online, teachers are also required to provide daily activity reports to be reported every day. So teachers tend to focus on completing the curriculum.

Without enough planning, conventional learning systems are abruptly switched over to online learning systems. However, everything must still be done in order for the teaching to be effective and for the students to actively participate in the session. Online education stutters, as is abundantly clear. The method of online learning needs constant improvement in its most crucial elements. Stable internet connectivity, capable hardware, user-friendly platforms for apps, and online sociability that is efficient, effective, and integrated at all educational levels.

### **Work-Life Balance at a State High School Teachers in Pematang Siantar City**

The work-life balance of state high school teachers in Pematang Siantar City can be characterized as being good based on the results from the dimensions examined in this study. Indicators whose values are below the average level value because of various barriers can still be identified for a number of reasons. Many of the teachers felt lazy during the Covid-19 Pandemic, which required work from home, because they believed there was no need to get ready for class or leave the house. Poor time management is the result of this serious error. It is crucial to avoid burnout while working from home by being upfront and honest about your feelings and circumstances. Good communication is crucial during times of social isolation because, when working remotely, we can only engage online. Our supervisor or coworker can learn whether we are struggling to manage tasks by sharing our sentiments and situations, which will enable us to jointly come up with the ideal solution. In order to avoid family members interfering with business activities, communication with the family must also be established so that they are aware when we are working on vital duties.

### **Work Stress at a State High School Teachers in Pematang Siantar City**

Based on the findings from the study's dimensions, it can be concluded that the state high school teachers in Pematang Siantar City experience relatively less work-related stress. Indicators whose values are below the average level value because of various barriers can still be identified for a number of

reasons. Work stress is a barrier to the change in the educational system that instructors experience because they are compelled to swiftly adapt to circumstances and situations, particularly the learning system that is entirely online during the Covid-19 Pandemic. The globalization period, which is marked by the quick advancement of science and information and communication technology, has brought about numerous changes and is inextricably linked to unrest on the political and economic fronts. This should aid instructors in enhancing their professionalism, but it may be tough to conclude that it is a good opportunity for them to gain more information and insight if the balance offered is far from perfect. You need specialized skills if you wish to be able to adjust to the changes and turbulence that take place.

## **CONCLUSION**

From the entire discussion, the author claims that a qualitative descriptive analysis of work-life balance is at an average level with good answers, work stress is at an average level with a fair number of answers, and job satisfaction is at an average level with satisfied answers. Simple regression results also show a positive relationship between work-life balance and job satisfaction as well as a positive relationship between work stress and job satisfaction, and the results of hypothesis testing show a positive and significant influence between work-life balance on job satisfaction, work stress on job satisfaction, as well as work-life balance and work stress on job satisfaction at State High School Teachers in Pematang Siantar City.

This research is important because work-life balance has a positive effect. With the work-life balance, employees finally achieve success at work and outside of work which has an impact on achieving work-life balance which in the end also makes employee satisfaction increase overall. The use of work-life balance positively has an influence on overall employee satisfaction. However, if the work-life balance practice is not monitored properly, it can create difficulties at work and can cause work stress.

## **LIMITATION & FURTHER RESEARCH**

This research has limitations, namely this study has limitations in the research sample used, namely only using high school civil servant teachers who have been certified in Pematang Siantar City as research objects, so they cannot represent teachers in Pematang Siantar City, this research occurred in the midst of the Covid-19 Pandemic which caused limited space for researchers to move in collecting respondents because the collection of respondents' answers online was considered ineffective, and then the respondents' answers were obtained from an online questionnaire and only examined the influence of 2 variables on job satisfaction, therefore to be able to examine more deeply about what factors can affect job satisfaction, it is hoped that researchers can use other variables as well.

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