

## **The Effect of Work-Life Balance and Employee Satisfaction on Employee Loyalty Of gpret Studio**

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**Abstract:** Employees are one of the important needs in a company wherewith a close relationship between employees can increase the balance of work-life and job satisfaction that can support employees to have high loyalty. The type of research used is qualitative research with field research methods such as observation and document studies, as well as quantitative research through data collection methods by distributing questionnaires. The sample in this research was employees of Gpret Studio with a total of 12 employees. The results showed that (1) work-life balance can increase employee loyalty, (2) job satisfaction can increase employee loyalty, and (3) employee loyalty can be improved through work-life balance and job satisfaction.

**Key Words:** *Work -life balance, Job satisfaction, Employee Loyalty.*

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### **I. INTRODUCTION**

The important asset of a company is its employees. Without the employees, the company will not run smoothly because the company's goals are not achieved. For this reason, a work balance is needed for the employees so that employee productivity is maintained. According to Weckstein (2008:10): "Work-life balance is a concept of balance that involves ambition or a career with happiness, free time, family, and spiritual development". Hudson (2005:3) states that: "Work-life balance has three components of balance are time balance, the balance of involvement, and balance of satisfaction". Nowadays many companies offer family-friendly benefits programs that employees need to balance between life and work include job sharing, flextime, telecommunications, etc. (Ganapathi, 2016:127). The balance between personal life and work-life can produce more enthusiasm for work, feel satisfied with work and have full responsibility for work and personal life.

According to Hasibuan (2009:202): "Job satisfaction is an emotional attitude that is pleasant and loves work that employees feel." This attitude can be seen by employees at work, discipline, and achievements achieved by employees. In work life, job satisfaction is very important for every worker. Job satisfaction is one of the factors that is supporting employees to do their jobs properly. According to Handoko (2005) in Edy (2011:75): Employees who do not get job satisfaction will never achieve psychological satisfaction and eventually, negative attitudes or behaviors will arise and in turn will cause frustration, otherwise satisfied employees will be able to work well, full of enthusiasm, active, and can perform better than employees who do not get job satisfaction. Someone satisfied at work can be identified not leaving the company, but there are other aspects of job satisfaction: satisfaction with salary and satisfaction with the work itself. The employee who is satisfied in his work will bring a positive impact in many ways. The example is the employee will loyal to the company.

According to Saputra (2016:3), employee loyalty is a sense of loyalty or awareness of an employee of his company, which can be seen from aspects of work discipline, responsibilities, and attitudes while working in the company. Employee loyalty is not only seen from how long the employees stay in a company, but loyalty can be seen from how employees maintain and defend the good name of the company inside and outside of work. Meanwhile, according to Saydam (2005) in Saputra (2016: 21), loyalty is the mental attitude of employees which is shown in the existence of the company. Measurements on work loyalty variables are carried out using indicators developed by Saydam (2000) in Saputra (2015:40), such as obedience or compliance with work, being responsible for work, dedication, and honesty.

Satisfied employees will continue to increase work loyalty to help achieve company goals, so job satisfaction can be an indicator in determining employee attitudes towards the company that job satisfaction has a positive influence on employee loyalty which means better employee job satisfaction will increase employee loyalty, stated that in research of Rahmawati (2016), Onsardi et al. (2017), Prabhakar (2016) and Vokic and Hernaus (2015).

This research was conducted at a company engaged in the field of photography located in West Jakarta. Researchers want to see whether work-life balance and employee job satisfaction have a significant impact on increasing employee loyalty.

## **II. THEORETICAL REVIEW**

### **Work-Life Balance**

Fisher, et al (2003) stated that work-life balance is something that someone does in dividing time both in the workplace and other activities outside of work wherein there is individual behavior where this can be a source of personal conflict and a source of energy for oneself. There are several indicators to measure work-life balance according to McDonald et al (2005) states:

#### **1. Time Balance**

Time balance refers to the amount of time that given by an individual even for his work and things outside of work such as time for his family. The balance of time owned by employees determines the amount of time allocated by employees in their work or personal life, various office activities, family or other social spaces that employees have. The balance of time achieved by employees shows that the demands of the family on employees do not reduce professional time in completing work, and vice versa.

#### **2. Involvement Balance**

Involvement balance refers to the amount or level of psychological involvement and commitment of an individual in his work as well as matters outside his work. The time that is placed well is not necessarily enough as a basis for measuring the level of work-life balance of employees, but must be supported by the amount of capacity of quality involvement in each activity that the employee is living. So employees must be physically and emotionally involved in work, family and other social activities, then the balance of engagement will be achieved.

#### **3. Satisfaction Balance**

Satisfaction balance refers to the amount of level of satisfaction an individual has towards his work activities and things outside of his work. Satisfaction will arise by itself if the employee considers what he has done so far is good enough to accommodate the needs of work and family. This is seen from the conditions that exist in the family, relationships with friends and colleagues, as well as the quality and quantity of work completed.

### **Job Satisfaction**

Job satisfaction is a positive or negative attitude that an employee has towards his job. Employees who have a high level of job satisfaction show a positive attitude towards their work, while employees who have a low level of job satisfaction show a negative attitude towards their work.

According to Richard, Robert & Gordon (2012:312), job satisfaction is related to feelings or attitudes regarding the job itself, salary, promotion or education opportunities, supervision, work colleagues, workloads, and others. The job gives satisfaction to the employee if the desired expectations or desires are achieved, and vice versa, employees' dissatisfaction with the work is obtained if the hopes and desires are not achieved.

Factors that can increase job satisfaction according to Herzberg's research (2011) in the draft are stated:

1. Achievement
2. Recognition for accomplishment
3. Challenging work
4. Increased responsibility
5. Growth and development

### **Employee Loyalty**

According to Sudimin (2003) in Pradana (2015: 21) loyalty is the willingness of employees with all abilities, skills, thoughts, and time to participate in achieving organizational goals and keep organizational secrets and do not take actions that harm the organization as long as the person is still in status as an employee.

Then Hasibuan (2001), states that work loyalty or loyalty is one of the elements used in employee assessments that include loyalty to their work, position, and organization. Employee loyalty can be seen from the willingness of employees to maintain and defend the organization inside and outside of work.

## **III. RESEARCH METHODS**

To obtain data on this research, the authors used a qualitative analysis approach and quantitative analysis. The population of this study is all employees of Gpret Studio, amounting to 12 people in 2019.

The qualitative research is revealing the reality of phenomena, where the approach taken leads to a subjective understanding of the behavior of the object of research as a reference. According to Lexy J. Moleong (2005:6), qualitative research methods are research that intends to understand the phenomena experienced by research subjects. Research carried out by the method of Field Research, where researchers directly, observing

naturally without any intervention. Lawrence Neuman (2003:363) also explains that field research is also often called ethnography or participant observation research. Information gathering is obtained through observations made to obtain more accurate information.

The method with the document study is also used to obtain this research. Document study is data collection by studying documents to obtain data or information related to the problem study. This can be obtained by reading books or journals that are previously available.

Quantitative research is also needed by using data collection methods, one of which is by distributing questionnaires. According to Sugiyono (2010: 199), the questionnaire is a data collection technique by giving a set of questions or written statements to respondents for answering them. The questionnaire used in this study is a closed type of direct questionnaire, where respondents only give a mark on one of the answers that are considered correct.

**IV. RESULT AND DISCUSSION**

Respondents in this research were 12 employees who worked at Gpret Studio. The general description and characteristics of research respondents in this research can be seen in the following table 1.

**Table 1.**

No	Variable	Description	F	%
1	Age	20 – 25 y.o	10	83,3
		26 – 30 y.o	2	16,7
		> 30 years old	0	0
2	Gender	Woman	9	75
		Man	3	25
3	Work Period	1 – 5 years	5	41,7
		> 5 years	7	58,3
4	Status	Single	11	91,7
		Married	1	8,3

Based on the description of research respondents in the above table, it can be seen that the employees who filled out the questionnaire in this research were mostly under 30 years old, with a composition of 83.3% 20-25 years old, 16.7% 26-30 years old. The majority of respondents were female with a percentage of 75%. Also, it can be seen that most of the employees who were respondents of this study mostly had work periods of more than 5 years with a total of 58.3%. Respondents who were married were 11 people with a percentage of 91.7% and those who were not married were 8.3%.

The results of the research data questionnaire were obtained from a measuring tool in the form of a scale, regarding Work-life Balance scores, Job Satisfaction, and Employee Loyalty. The description of research data can be seen in the following table.

**Table 2.**  
Variable Work-life Balance.

No	Question	Score					Criteria
		1	2	3	4	5	
1.	I have a sense of responsibility toward my work	0	0	3	5	4	Good
2.	My work contribution is well appreciated by the company	0	1	4	5	2	Good
3.	I am satisfied with the trade-offs that I have received so far in my work	0	1	4	3	4	Good
4.	I work according to the working hours set by the company	0	0	3	2	7	Good
5.	I set aside time outside of work for family	0	0	3	5	4	Good
6.	I set aside time outside of work for other activities	0	0	1	7	4	Good

A good work-life balance is obtained when employees are responsible for work and feel valued by the company. Also, the balance of work and life of employees can be caused employees to feel satisfied with the feedback they get from the company and leave time for family and other activities to affect work-life balance well.

**Table 3.**  
Variable Job Satisfaction.

No	Question	Score					Criteria
		1	2	3	4	5	
1.	The salary I get is in accordance with the expense that I have	0	1	7	1	3	Good
2.	I feel my work is very meaningful	0	1	3	4	4	Good
3.	I have the opportunity to enhance my career at work	0	2	1	3	6	Good

Job satisfaction variables can be measured through 3 questions which can be concluded that the employees of Gpret Studio are satisfied. The highest value is owned by statement 3, 6 respondents have the opportunity to improve a career in their work and 7 responses feel that the salary earned by employees is commensurate with the expense that they have. In question 2 states that they feel satisfied when employees feel the work is meaningful.

**Table 4**  
Variable Employee Loyalty.

No	Question	Score					Criteria
		1	2	3	4	5	
1.	I carry out work without coercion	0	0	5	3	4	Good
2.	I do my work seriously	0	0	4	3	5	Good
3.	I participated by giving the idea of innovation without coercion	0	1	2	7	2	Good
4.	I do make the introspection at work	0	0	2	8	2	Good

Respondent's evaluation uses a statement stating that Gpret Studio's employee loyalty is good. Employee loyalty can be seen when the employee is doing work without coercion and is serious in carrying out his work. Also, employees who participate by giving ideas of innovation and can introspect themselves to correct mistakes showing their loyalty, including the good category.

The results of the hypothesis prove that the work-life balance of Gpret Studio's employees is in a good category, especially in the ability of employees to set aside time between work and non-work. Also, employees in their work-life balance are reflected through their ability to balance involvement and satisfaction, when they are responsible for their work and contribute to the company. This is in line with the indicators of employee loyalty, reflected in employees who carry out tasks and can provide innovative ideas to the company without coercion and the ability of employees to obey and seriously work.

The results of this study are consistent with previous research conducted by Rahmawati (2016) states work-life balance has a direct positive effect on loyalty. Work-life balance allows employees to have a balance between work and personal responsibility and thus can increase employee loyalty.

This study also proved that if job satisfaction is higher, the employee loyalty of Gpret Studio will increase. It is proven that employee job satisfaction is included in both categories, especially regarding salaries received by the workload obtained and also when the company provides opportunities for career advancement that can trigger to complete their work properly and minimize errors. This is in line with the employee loyalty indicator, which is reflected in employees who are serious in carrying out their work and always correct the mistakes they make in the work.

The results of this study are consistent with previous research conducted by Vokic and Hernaus (2015) states that job satisfaction has a significant and positive influence on employee loyalty. If the employee feels satisfied with what is obtained from the company, then the employee will give results that exceed the company's target as well if the employee is not satisfied with what is obtained from the company then the employee's work will not be as expected. Employees who feel satisfied continue to increase work loyalty to help achieve company goals.

After doing this research, there are limitations of the research in which among other things the scope of this research only covers Gpret Studio and data is only collected from 12 employees. The research only examines the influence of work-life balance and job satisfaction factors on employee loyalty.

## V. CONCLUSION

1. Based on research conducted show that work-life balance is getting higher that makesGpret Studio's employee loyalty will increase.
2. Based on research conducted show that job satisfaction is getting higher that makesGpret Studio's employee loyalty will increase.
3. Based on research conducted shows that there is a positive influence between work-life balance and job satisfaction on the work loyalty of employees ofGpret Studio.

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