



Some Factors that Influence Work-Life Balance of Workers

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Keywords: *Relation-Oriented Leadership Behavior, Personality, Flexible Time Hours, Work-Life Balance*

Abstract:

In actual life, the efforts to achieve a harmonious balance between work and family life and other activities outside of work are very important. A balance between the both creates good mental health and it is conducive for personal life. Likewise for online motorcycle drivers (ojek online) with work activities that require them to leave home and family. Therefore, the study was conducted to ascertain several influencing factors of work-life balance. Some of the variables studied were Relation-Oriented Leadership Behavior, Personality, and Flexible Time Hours as independent variables and Work-Life Balance as the dependent variable. The object of this research was online motorcycle drivers who worked in Wonosobo Regency and 100 of them were selected as research samples.

Through hypotheses testing by applying data processing software of SmartPLS 3, it was concluded that Relation-Oriented Leadership Behavior, Personality, and Flexible Time Hours positively influenced Work-Life Balance. Thus, all research hypotheses were accepted. Therefore, the better Relation-Oriented Leadership Behavior was performed, the better Personality, and the better Flexible Time Hours was implemented, the better Work-Life Balance of online motorcycle drivers in Wonosobo Regency.

Introduction

Job satisfaction for employees is not only assessed from the amount of salary received. Based on the news released by CNBC, 69% of professionals in the field of human resources states that work-life balance or balance between work and daily activities is the main factor affecting work experience (Kompas, 2020). The balance between personal life and meaningful work is increasingly important in achieving job satisfaction. Apparently, the concept of work-life balance plays an important role in liberation from psycho-somatic problems such as stress, depression, anxiety, and achieving job satisfaction, and adaptive strategies in dealing with stressful situations both at work and at home (Kaur, 2013). Realization of work-life balance can not be separated from the role of the Human Resources Manager in setting strategies to retain employees so that they can give their best performance. The meaning of work-life balance indeed very important for achieving success for employees (Abbasi, 2015). Pandiangan (2018) in his research emphasized that relation-oriented leadership behavior positive effect on work-life balance for working women.

Good leadership must also be based on good personality. Each individual's personality is different. Therefore, according to Clutterbuck D (in Erinta, 2013) leaders need to think about a work-life balance strategy that will be implemented to understand different needs and understand the balance of life needed by employees.

Several previous studies have linked personality and work-life balance. Thomas and Bruin (in Hejizah et al., 2020) explain that personality is a predictor of life balance for workers in Africa. Furthermore, research conducted by Heath in 1993 also explained the intercorrelation between personality on physical health, well-being, and also happiness for men and women. According to Weliangan et al., (2018) the personality of each individual can affect work-life balance. This statement proves that work-life balance besides relation-oriented leadership behavior must also be balanced with the good personality of each employee.

Nowadays, flexible working time or what is called flexible time hours is also a strong factor in realizing work-life balance. The concept of flexible working time became popular since the early 1970s (Sulvian and Lussier, 1995). Flexible time hours make it easier to balance time between work and personal life issues. Flexibility in working time gives employees time freedom and chooses their own working hours so that on the other hand they can spend precious time with family.

One company that implements flexible time hours is an online transportation service provider, for example Grab. Start-up company This technology provides online transportation services for its users.

Employees don't have to work at a desk. Even there are hardly any tables specially reserved for employees. They are free to choose where to start their work. This statement was made by Reka from the 2-Wheels Community Engagement Manager and Shanti from Corporate Culture and Employee Engagement (Wira Nurmansya, 2019). Workers do not have an attendance list because Grab believes that each employee has their own optimal time to carry out their responsibilities at work.

Pandiangan (2018) in his research stated that the flexible working arrangement and including flexible time hours had a positive effect on the work-life balance of online motorcycle taxi drivers in Yogyakarta. The use of online motorcycle taxi services is now increasingly spreading to all corners of Indonesia, and Wonosobo Regency is no exception.

The above phenomenon is the right problem to study in order to determine the effect of relation-oriented leadership behavior , personality, and also flexible time hours in realizing work-life balance for the drivers of the transportation service company. For this reason, research on "The Influence of Relation - Oriented Leadership Behavior , Personality, and Flexible Time hours on Work-Life Balance for Online Ojek drivers in Wonosobo Regency" is important to do.

Research Model

In the research that was conducted , there were 3 variables that affected the Work - Life Balance . The variables in question are Relation-Oriented Leadership Behavior , Personality , and Flexible Time Hours . The research model framework that is formed is :

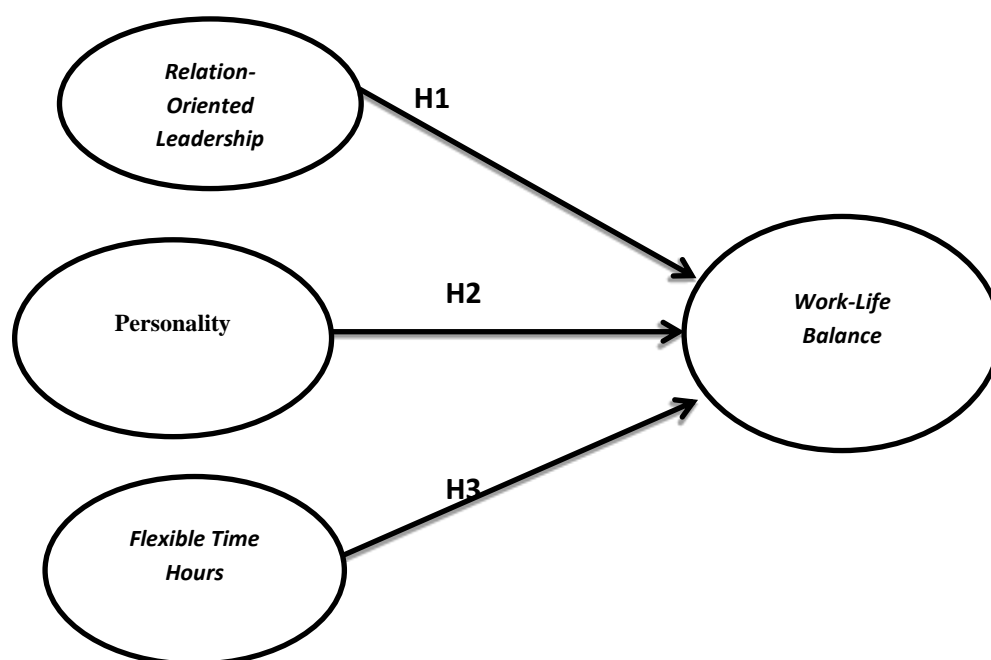


Figure 1. Research Model

Population

The population according to Silaen (2018) is all individuals with certain characteristics that will be used as research objects. Population This research is online motorcycle taxi drivers in Wonosobo Regency.

Research Sample

The data collection technique that will be used by researchers in this study is distributing questionnaires. According to Sugiyono (2017), a questionnaire is a data collection technique carried out by giving questions to prospective respondents to answer. Thus , researchers need a sample to become research respondents. Because the researchers did not know the exact number of online motorcycle taxi drivers in Wonosobo, the Rao Purba formula (2006) was applied to determine the sample size:

$$n = \frac{z^2}{4(\text{Moe})^2}$$

$$n = \frac{(1,96)^2}{4(0.1)^2}$$

$$n = 96,4.$$

Information :

- n = Sample Size
- Z = Confidence level in determining the sample 95% = 1.96
- Moe = Tolerable error rate of 10% = 0.1.

Then, the number of samples was made into 100 respondents. The criteria of the respondents are as follows:

1. working as a driver for more than or equal to 3 months
2. active driver with an active account.
3. Minimum age is 18 years.
4. Respondents are willing to implement health protocols.

Results and Discussion

Description of Research Object

The object of research is online motorcycle taxi drivers who work in Wonosobo Regency. Research was conducted to determine the effect Relation-oriented Leadership Behavior , Personality, and Flexible Time Hours on Work-life Balance . Questionnaires were distributed to 100 respondents with predetermined criteria .

From the data table above, it can be concluded that the age of online motorcycle taxi drivers in Wonosobo varies (from young people to the elderly) .

Table 1.

Respondent's Last Education

No	Last education	Number of Respondents	Percentage
1	SD	6	6%
2	JUNIOR HIGH SCHOOL	20	20%
3	SENIOR HIGH SCHOOL	57	57%
4	D3/S1	17	17%
Total number		100	100%

Source: Primary data processed, 2021

Based on the table , it can be concluded that most online motorcycle taxi drivers in Wonosobo are high school graduates (57%) .

Table 2.

Online taxi company

No	Company	Number of Respondents	Percentage
1	Grab	96	96%
2	Gojek	4	4%
Total number		100	100%

Source: primary data processed, 2021

The table shows that most online motorcycle taxi drivers work for Grab (96%) .

Outer Model Test

As previously explained, the outer model test is carried out in 2 stages, namely the validity test and the reliability test.

1. Validity test
 - a. Convergent Validity Test (Convergent Validity)

From the test above, the loading factor for each indicator meets the standard because its value is greater than 0.70. So that the data meets the convergent validity requirements. In addition to the loading factor, convergent validity is also based on the AVE (Average Variance Extracted) value. The AVE values of the research data are:

Table 3.
AVE (Average Variance Extracted)

No	Research variable	AVE
1	Relation-oriented Leadership Behavior	0,654
2	Kepribadian	0,828
3	Flexible Time Hours	0,773
4	Work-life Balance	0,764

Sumber : Hasil output oleh SmartPLS 3, 2021

Based on the table above, the AVE value of each variable meets the requirements because it is greater than 0.50. Thus, the indicators and variables of this study are valid. From these 2 stages, it can be concluded that the research model meets convergent validity.

b. Discriminant Validity Test

Fornell-Larcker Criterion is a criterion that is applied to determine the value of the correlation between certain variables with other variables. Based on the display of test results, the research variable is valid and meets the requirements. Validity is determined based on value Fornell-Larcker Criterion where the correlation between a particular variable and itself is greater than the correlation between another variable and those other variables. Besides through Fornell-Larcker Criterion, another step that must be taken is Cross Loading. This Cross Loading is applied to ensure the correlation value between an indicator with the indicator variable itself and another indicator with the other indicator variable. Cross Loading Value is:

The two views of the results of data processing above show that variables and indicators can meet the validity criteria of terms Cross Loading. The indicator value of a variable with the indicator variable itself is greater than the indicator value of another variable with variables from other indicators. Through these 2 stages, it can be concluded that this research model is valid.

2. Reliability Test

Table 4.
Cross Loading

No	Variabel Penelitian	Cornbach's Alpha	Composite Reliability
1	Relation-oriented Leadership Behavior	0,868	0.904
2	Kepribadian	0,948	0,960
3	Flexible Time Hours	0.926	0,944
4	Work-life Balance	0,938	0,951

Sumber : Hasil output oleh SmartPLS 3, 2021

the table above, the value of Cronbach 's Alpha is greater than 0.6 0 and Composite Reliability is greater than 0.7 0 . Thus, it can be concluded that all variables and indicators have met the requirements and are reliable.

Inner Model Test

1. R-Square Value Test

From the display of data processing results , value R -square is 0.789 (78.9 0 %) . This indicates that Relation-oriented Leadership Behavior , Personality, and Flexible Time Hours strongly influence Work-life Balance (with a value of 78.9 0%). In addition, SDA 21 .1 0 % influence from other variables outside of this study.

2. Path Coefficients Test

In the figure shown above, the path coefficients of each independent variable on the dependent variable have a positive value between 0 and 1. So , in this study it can be concluded that each independent variable has a positive effect on the dependent variable. If the path coefficients are less than 0 to -1, then the independent variable has a negative effect on the dependent variable.

3. Test Bootstrapping

a. Test T-Statistics

From the display of the results of the data processing above, it can be concluded that each independent variable in this study has a significant influence on the dependent variable. This is evidenced by the value of each independent variable on the dependent variable having a value greater than 1.96.

b. P-value test

The table view shows that value p-value of all independent variables on the dependent variable in this study is less than 0.05 0 . thus , The three independent variables have a significant influence . The influence of all independent variables is positive .

Hypothesis Testing

1. The Effect of Relation - Oriented Leadership Behavior on Work -Life Balance

Based on the tests performed, the value path coefficients related to influence Relation - Oriented Leadership Behavior on Work-life Balance is positive (0.231) . In the bootstrapping test , Relation - Oriented Leadership Behavior has a T-statistic value of 3.342 and a p - value of 0.001. Therefore, Relation - Oriented Leadership Behavior has a positive effect on Work -Life Balance . So, the first hypothesis can be accepted. The better the Relation-Oriented Leadership is displayed, the better the Work-Life Balance that occurs for online motorcycle taxi drivers in Wonosobo Regency.

The conclusion of this study corroborates the results of previous research conducted by Purnomo, (2018) which said that Relation - Oriented

Leadership Behavior has a positive and significant effect on Work -Life Balance . Relationship-oriented leadership can help employees to develop their potential and make them feel calm and balanced in carrying out their daily activities at outside of work.

2. The Effect of Personality on Work - Life Balance

Score path coefficients with respect to the influence of Personality on Work - Life Balance is positive (0.293) . Furthermore, in the bootstrapping test , Personality displays a T - statistic value of 3.588 and a p - value 0.000. Therefore , it can be concluded that Personality has a positive effect on Work -Life Balance . The second hypothesis is acceptable. The stronger or more determined the personality, the better the Work-Life Balance that occurs for online motorcycle taxi drivers in Wonosobo Regency.

This conclusion corroborates the results of research conducted by Devadoss and Minnie, (2013) which states that there are many factors that influence work - life balance and one of them is the personality factor of each individual.

3. The Effect of Flexible Time Hours Against Work - Life Balance

Score path coefficients influence Flexible Time Hours on Work - Life Balance is positive (0.463) . Then on the bootstrapping test , Flexible Time Hours displays a T-statistic value of 5.030 and a p value of 0.000. therefore , it can be concluded that Flexible Time Hours has a positive effect on Work -Life Balance . So, the third hypothesis can also be accepted. The better Flexible Time Hours are implemented, the better the Work-Life Balance that occurs for online motorcycle taxi drivers in Wonosobo Regency.

This conclusion reinforces the results of previous research conducted by Pandiangan, (2018) . He concluded that flexible working hours can affect the balance between work and family life.

Conclusion

Several conclusions can be formulated from this study. Among others are: Relation - Oriented Leadership Behavior has a positive effect on Work -Life Balance . So, the better relationship-oriented leadership is implemented, the better the balance between work and personal life of online motorcycle taxi drivers in Wonosobo Regency; Personality has a positive effect on Work -Life Balance . Hence, the better the Personality the better the ability to create a balance between work and personal life for online motorcycle taxi drivers in Wonosobo Regency; Flexible Time Hours positive effect on Work -Life Balance . Therefore, the better the flexible work time arrangements are implemented, the better the ability to create a balance between work and personal life for online motorcycle taxi drivers in Wonosobo Regency.

Some suggestions that can be put forward are future research is expected to use journals that are more updated and use other indicators that might affect variable Y. Future research is expected to be able to make a more detailed questionnaire. For companies, there are several suggestions or managerial implications that can be put forward as stated in the conclusion, the better relationship-oriented leadership is implemented, the better the balance between work and personal life of online motorcycle taxi drivers. For this reason, companies must strive to strengthen leadership that is able to build good relationships with

drivers. This effort can be made by providing training related to effective leadership and also being able to build good relationships with subordinates. It has been stated in conclusion that the better the personality the better the ability to create a balance between work and personal life of online motorcycle taxi drivers. Thus, companies need to provide a kind of personality strengthening through a sense of touch communication that can raise their optimism. The final conclusion is that the better the flexible working time arrangements are made, the better the ability to create a balance between work and personal life for online motorcycle taxi drivers. Therefore, companies must at least maintain the existing flexible working time mechanism or even formulate a new mechanism that is better and more conducive to creating a balance between work and personal life. Human resource management consultants or psychology need to be involved in this.

This research is still far from perfect. Of course, the researchers still encountered limitations in this study. What 's more, there are situations that make this research unable to optimally distribute questionnaires, including: Several respondents were reluctant to provide answers due to the pandemic, Some respondents did not understand the meaning of the statements written in the questionnaire, and sometimes respondents are afraid to give answers that are in accordance with reality.

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