



Department of Digital Business

Journal of Artificial Intelligence and Digital Business (RIGGS)

Homepage: <https://journal.ilmudata.co.id/index.php/RIGGS>

Vol. 4 No. 2 (2022) pp: 7894-7901

P-ISSN: 2963-9298, e-ISSN: 2963-914X

The Influence of Work-Life Balance and Workload on Employee Job Satisfaction at the Samsat UPT Regional Revenue Office Makassar I Selatan

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Abstract

This study aims to determine the influence of work life balance and workload on employee job satisfaction at the SAMSAT UPT Revenue Office, South Makassar I Region. This research employed a quantitative associative approach with a survey technique. The population of this study consisted of all 80 employees at the e SAMSAT UPT Revenue Office, South Makassar I Region, and the entire population was selected as the sample using saturated sampling. Data were collected through questionnaires and analyzed using multiple linear regression method with the aid of SPSS version 26 application. The results indicate that work life balance has a positive and significant effect on employee job satisfaction, while workload has a negative and significant effect on job satisfaction. Simultaneously, work life balance and workload significantly influence job satisfaction. The coefficient of determination (R^2) value shows that work life balance and workload contribute 28.3% to employee job satisfaction.

Keywords: Work Life Balance, Workload, Job Satisfaction.

1. Introduction

Employee job satisfaction is one of the important factors, as it can affect productivity and also influence the overall functioning of the organization (Sari & Hasyim, 2022). High job satisfaction can create a positive work environment, increase motivation, and reduce employee turnover. On the other hand, job dissatisfaction can lead to decreased performance and the emergence of internal problems within the organization. Job satisfaction reflects the alignment between what employees gain from their work and what they expect. When there is a gap between employees' expectations and what they receive, whether in the form of material or non-material rewards, dissatisfaction will arise that can negatively impact the overall performance of the organization. Therefore, understanding and improving job satisfaction becomes crucial for every organization to achieve long-term success.

Although job satisfaction plays an important role, many organizations still face challenges in meeting their employees' expectations. High work pressure, constantly increasing performance demands, and lack of leisure time for family and oneself are some common issues often faced by employees. Additionally, one of the main challenges faced by organizations is creating conditions that allow employees to achieve individual job satisfaction and motivate them to deliver their best performance (Zulher, 2020). To achieve this, organizations need to pay attention to various factors that influence job satisfaction, such as work-life balance and workload. By understanding and managing these factors effectively, organizations can enhance employee job satisfaction, which in turn will positively impact overall productivity and organizational success.

Work-life balance plays an important role in maintaining employee job satisfaction. Work-life balance involves employees' ability to manage their time in relation to the many demands of life simultaneously, where in this case, employees have dual roles in terms of engagement (Idris & Hasbiah, 2023). Work-life balance is reflected in employees' ability to proportionally divide their time and energy between work responsibilities and personal, family, and social activities. By implementing work-life balance in the company, it can help generate job satisfaction (Suparman & Wirayudha, 2023). This balance allows employees to fulfill their professional

responsibilities while still having time and energy for personal life, hobbies, and family, which in turn can enhance overall job satisfaction.

Based on previous research conducted by Sari & Hasyim (2022) and Pitoyo & Handayani (2022), it was shown that work-life balance has a positive and significant impact on employee job satisfaction. The results of these studies indicate a positive relationship between work-life balance and job satisfaction. However, in contrast, the research by Zulkarnain & Setyaningrum (2022) stated that work-life balance does not have a significant effect on job satisfaction.

Besides work-life balance, workload is also one of the factors that can affect employee job satisfaction. Workload can be understood as a number of activities and responsibilities that must be completed by an employee within a certain period of time. A workload that matches the abilities and capacities of employees can enhance productivity, while an excessive workload can lead to stress and decreased job satisfaction. The level of workload is determined by human capabilities and the available resources (Putri et al., 2023). Therefore, effective workload becomes crucial in creating a balanced and supportive work environment. Organizations need to pay attention to the fair distribution of workload in accordance with employees' competencies to ensure optimal job satisfaction levels.

In the research conducted by Superman & Wirayudha (2023) and Malino et al. (2020), it was shown that workload can positively and significantly affect employee job satisfaction. According to Pajjan & Putri (2019) and Assyofa (2023), there is a negative and significant impact of workload on employee job satisfaction. These studies have proven that there is an influence of workload on employee performance. However, research by Saputra (2022) states that workload shows a negative and insignificant impact on employee job satisfaction. These differing findings indicate a gap regarding the relationship between workload and employee job satisfaction, particularly in the context of government agencies. This emphasizes the importance of conducting further research to clarify the influence of work-life balance and workload on job satisfaction, especially in specific work environments such as the UPT Pendapatan Wilayah Makassar I Selatan.

UPT Pendapatan Wilayah Makassar I Selatan is one of the Technical Implementation Units representing the Regional Revenue Agency of South Sulawesi Province, located in the southern part of the city of Makassar, covering service areas in the districts of Mariso, Tamalate, Mamajang, Tallo, Rappocini, Ujung Pandang, and Makassar. regarding the collection of vehicle taxes and levies. This agency has a strategic role in managing regional revenue, particularly from the motor vehicle tax sector, name transfer fees, and other retribution revenues.

Based on direct observations of around 15 employees conducted by the author during an internship at the SAMSAT UPT Regional Revenue Office Makassar I Selatan, several indications of employee dissatisfaction were found, reflected in their work behavior. The high level of employee tardiness and some employees appearing less enthusiastic in serving taxpayers have impacted the quality of service. In addition, it was found that employees had not returned to the service counter after the break, causing complaints from taxpayers.

In addition, there are also issues related to employees' work-life balance. Some employees often have to work beyond normal working hours (07:30-16:00 WITA), especially at the end and beginning of the month when the volume of taxpayers significantly increases. Employees are also often seen taking their work home, such as checking validation files and inputting data. In addition, some employees bring their children to the office and employees who request permission during working hours for personal matters. This condition indicates an imbalance between employees' work time and personal time.

The phenomenon of high workload at the SAMSAT UPT Regional Revenue Office Makassar I Selatan has become one of the significant issues. The shortage of staff in various main tasks adds pressure to the existing employees. To provide a clearer picture of this situation, please refer to table 1.1 below:

Table 1.1 Distribution of Employees at UPT Revenue Makassar I Region

Department	Task	Employee Currently	Shortage
Head of Administrative Affairs Business	Managing and supervising administrative activities.	1	0

Head of Data Collection and Billing	Supervising and ensuring the smooth operation of tax data collection and billing activities.	1	0
Head of Service and Determination	Supervising and ensuring the smooth operation of service activities and tax assessments.	1	0
Manager Treasury and Services	Managing finances and ensuring smooth service to taxpayers.	3	0
Financial Reporting and Transaction Analyst	Analyzing financial statements and tax transactions.	1	1
Analysis of Realization Budget Report	Monitoring and analyzing budget realization	1	1
Administrative Analyst	Conducting an analysis of administrative and operational needs	4	0
Regional Tax and Retribution Analyst	Conducting planning and oversight analysis related to regional taxes and levies.	4	0
Billing Analyst	Analyzing and planning tax and retribution collection strategies.	4	2
Tax Analyst	Research taxpayer documents and verify tax data.	11	1
Administrative Staff	Managing general administration, filing, and correspondence.	11	0
Section Staff Data Collection and Billing	Processing taxpayer data, conducting file verification, and registering new taxpayers.	7	3
Section Staff Service and Determination	Serving taxpayers, determining the amount of tax, and providing tax-related information.	17	5
Tax Calculation Note Administrator	Preparing and managing local tax and retribution calculation notes.	1	1
Retribution Collector	Collecting levies from taxpayers in accordance with applicable regulations.	6	2
Admissions Administrator	Managing the administration of tax payment receipts and ensuring their accuracy.	2	2
Data and Information Processor	Managing and processing taxpayer data and information.	1	1
Inventory Needs Planner	Organizing the needs for office inventory and conducting inventory data collection.	1	1
Technology Controller Information	Supervising and ensuring the smooth operation of the office information technology system.	2	0
Information Technology Practitioner	Managing and maintaining computer information technology devices in the	1	0

Computer	office.		
Amount		80	20

From the table above, it can be seen that almost all main tasks are experiencing a shortage of employees, with the number of shortages varying between 1 to 5 people. This shortage impacts the high workload that each individual has to handle, especially in positions directly related to taxpayer services. This is reinforced by employees who are often seen skipping their break times to complete the pile of files that need to be processed. The imbalance between the number of employees and the workload poses a significant challenge for employees in completing tasks on time and maintaining service quality, which can ultimately affect their job satisfaction.

Based on the background of the problem and the phenomena described above, it is important to further investigate the extent to which work-life balance and workload affect employee job satisfaction at the Samsat Office UPT Pendapatan Wilayah Makassar I Selatan.

2. Research Methods

In this study, the author uses associative quantitative research. Quantitative research, according to Sugiyono (2017:8), is a research method based on positivist philosophy that studies a specific population or sample using research instruments, analyzes data quantitatively or statistically, and aims to test the established hypothesis. As for associative research, it is directed to determine the relationship between two or more variables (Kurniawan & Puspitaningtyas, 2016). In this study, the aim is to determine the effect of work-life balance and workload on employee job satisfaction at the SAMSAT UPT Regional Revenue Office Makassar I Selatan.

1. Classical Assumption Test

Classical assumption testing aims to determine whether the regression model used is a good model. In this study, the author employs several types of classical assumption tests, namely:

a. Normality Test

The normality test is conducted to ensure whether the data in the regression model has a normal distribution, both for independent and dependent variables. The methods used include graphical analysis and statistical tests. Graphical analysis involves examining histograms and normal probability plots. Data is considered to meet the normality assumption if the histogram shows a pattern. normal distribution and data on the normal probability plot spread around the diagonal line and follow its direction. This graphical approach provides an initial visual representation of the data distribution.

Besides using graphical analysis to test normality. One of the statistical tests that can be used is the One Sample Kolmogorov-Smirnov test. The basic principle in assessing the results of normality testing with the Kolmogorov-Smirnov test is that if the significance value is greater than 0.05, then the data tested in the study is considered normal.

b. Multicollinearity Test

The multicollinearity test aims to examine whether a regression model exhibits a strong correlation among independent variables. A good regression model should not have correlation among the independent variables. This test is conducted by examining the Variance Inflation Factor (VIF) value and the Tolerance value. In its interpretation, if the VIF value is greater than 10 and the Tolerance value is less than 0.10, this indicates that there is a correlation among the independent variables in the regression model. Conversely, if the VIF value is less than 10 and the Tolerance value is greater than 0.10, it can be concluded that there is no correlation among the independent variables in the analyzed regression model (Ghozali, 2018:107-108).

c. Heteroscedasticity Test

The heteroscedasticity test aims to examine whether there is a difference in the variance of residuals from one observation to another in the regression model. If the variance of residuals from one observation to another remains constant, it is called homoscedasticity, and if it differs, it is called heteroscedasticity. A good regression model is one that is homoscedastic or does not exhibit heteroscedasticity (Ghozali, 2018:137).

To detect the presence or absence of heteroskedasticity, this study conducted the Glejser Test by regressing the independent variable with the absolute value of its residuals. The decision-making criterion is that if the significance value between the independent variable and the absolute residual shows a number greater than 0.05, it can be concluded that there is no heteroscedasticity problem in the regression model.

1. Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the linear influence or relationship between two or more independent variables and one dependent variable. The form of the multiple linear regression equation used in this study is as follows:

$$Y = a + b_1X_1 + b_2X_2$$

Explanation:

Y = Job satisfaction

a = Constant

b₁ = Regression coefficient of variable X₁

b₂ = Regression coefficient of variable X₂

X₁ = *Work life balance*

X₂ = Workload

1. Hypothesis Testing

a. Partial Test (t-test)

The t-test essentially shows the extent of the influence of one independent variable individually in explaining the dependent variable (Ghozali, 2018:98). The criteria and procedures for conducting the t-test are as follows:

1) Determining the hypothesis

H₀ = The independent variable partially does not affect the dependent variable.

H₁ = The independent variable partially affects the dependent variable.

2) Testing by comparing the calculated t-value with the table t-value with the following criteria:

- If the calculated t-value < table t-value, then the independent variable partially does not affect the dependent variable (H₀ is accepted and H₁ is rejected).
- If the calculated t-value > table t-value, then the independent variable partially affects the dependent variable (H₀ is rejected and H₁ is accepted).

3) Checking the significance level ($\alpha = 5\%$ or 0.05)

- If Sig. > 0.05, it is stated that there is no influence between the independent variable and the dependent variable (H₀ is accepted and H₁ is rejected).
- If Sig. < 0.05, it is stated that there is an influence between the independent variable and the dependent variable (H₀ is rejected and H₁ is accepted).

b. Simultaneous Test (F Test)

The F test is used to prove whether the independent variables collectively (simultaneously) have an effect on the dependent variable. Here are some methods for conducting the F-test as follows:

1) Testing by comparing the calculated F value with the table F value with the following criteria:

- If the calculated F < table F, then the independent variables simultaneously do not affect the dependent variable (H₀ is accepted and H₁ is rejected).
- If the calculated F > table F, then the independent variables simultaneously affect the dependent variable (H₀ is rejected and H₁ is accepted).

2) Looking at the significance level ($\alpha = 5\%$ or 0.05)

- If Sig. > 0.05, it is stated that there is no simultaneous effect of the independent variables on the dependent variable (H₀ is accepted and H₁ is rejected).

b) If $\text{Sig.} < 0.05$, it is stated that there is a simultaneous effect of the independent variables on the dependent variable (H_0 is rejected and H_1 is accepted).

c. Coefficient of Determination (R^2)

The coefficient of determination (R^2) is essentially used to measure the ability of independent variables to explain the dependent variable. The value of the coefficient of determination ranges between zero and one. If the R^2 value is small or close to zero, it means that the independent variables have very little ability to explain the dependent variable.

limited in explaining the dependent variable. Conversely, if the R^2 value approaches one, then the independent variable is able to provide almost all the information needed to predict changes in the dependent variable (Ghozali, 2018:97).

3. Results and Discussions

1. The Influence of Work-Life Balance on Employee Job Satisfaction at the SAMSAT UPT Regional Revenue Office Makassar I South.

Based on the analysis conducted, it shows that work-life balance has a positive and significant impact on employee job satisfaction at the SAMSAT UPT Regional Revenue Office Makassar I Selatan. This result means that the better the employees' ability to balance work and personal life, the higher the level of job satisfaction they experience.

This is supported by descriptive analysis which shows that the work-life balance variable of employees is generally in the high category. Although they are in a busy public service work environment, the majority of employees feel capable of managing their time, responsibilities, and achieving satisfaction in both their work and personal lives. Theoretically, these results reinforce the view of Greenhaus et al. in (Pitoyo & Handayani, 2022) which states that work-life balance is achieved when individuals can perform their work and personal roles in a balanced and satisfying manner.

Thus, the first hypothesis (H_1) stating that "work-life balance partially has a positive and significant effect on employee job satisfaction at the SAMSAT UPT Regional Revenue Office Makassar I Selatan" is accepted. This supports previous research conducted by Sari & Hasyim (2022) and Pitoyo & Handayani (2022), which also found that work-life balance has a positive and significant effect on job satisfaction.

2. The Influence of Workload on Employee Job Satisfaction at the SAMSAT UPT Regional Revenue Office Makassar I Selatan.

The results of this study indicate that workload has a negative and significant impact on employee job satisfaction at the SAMSAT UPT Regional Revenue Office Makassar I Selatan. This means that an increase in the high workload felt by employees tends to decrease their job satisfaction. Employees who feel burdened tend to experience a decrease in motivation, fatigue, and are less optimal in performing their tasks.

This is reinforced by the results of a descriptive analysis that categorizes the perception of workload in general at a moderate level, but highlights several aspects such as doing many different tasks simultaneously (multitasking) and the volume of daily work as challenges. This condition is relevant to the SAMSAT Office environment, which has high service intensity and demands task completion within a limited time, potentially triggering fatigue and work stress that ultimately reduce job satisfaction. This is in line with the view of Koesomowidjojo (2017) who stated that workload is one of the aspects that must always be considered by every company, as a workload that does not match the employees' capacity can affect job satisfaction.

Thus, the second hypothesis (H_2), which states that "workload partially has a negative and significant effect on employee job satisfaction at the SAMSAT UPT Revenue Office for the Makassar I South Region," is accepted. This supports the findings of previous research conducted by Assyofa (2023) and Paijan & Putri (2019), who also found a negative and significant impact of workload on employee job satisfaction.

3. The Influence of Work-Life Balance and Workload on Employee Job Satisfaction at the SAMSAT UPT Regional Revenue Office Makassar I Selatan.

Based on the results of statistical tests, it shows that work-life balance and workload simultaneously have a significant effect on employee job satisfaction at the SAMSAT UPT Regional Revenue Office Makassar I Selatan. This proves that both variables are important factors that collectively explain variations in employee job satisfaction. The combination of a good work-life balance and a reasonably managed workload will encourage higher levels of job satisfaction. The combined contribution of these two variables in predicting job satisfaction is statistically significant.

Thus, the third hypothesis (H_3) stating that "work-life balance and workload simultaneously have a significant effect on employee job satisfaction at the SAMSAT UPT Regional Revenue Office Makassar I Selatan" is accepted. This supports previous research by Syifa Fadilla (2022) and Farentino Razak (2022), which also showed that work-life balance and workload simultaneously have a significant effect on job satisfaction.

4. Conclusion

Based on the research results regarding the influence of work-life balance and workload on employee job satisfaction at the SAMSAT UPT Regional Revenue Office Makassar I South, the following conclusions can be drawn: Work-life balance has a positive and significant effect on employee job satisfaction at the SAMSAT UPT Regional Revenue Office Makassar I South. This means that the better the balance between work and personal life perceived by employees, the higher their job satisfaction. Workload has a negative and significant effect on employee job satisfaction at the SAMSAT UPT Regional Revenue Office Makassar I South. This means that the higher the workload received by employees, the lower their job satisfaction tends to be. Work-life balance and workload simultaneously have a significant effect on employee job satisfaction at the SAMSAT UPT Regional Revenue Office Makassar I South. These two independent variables together have a significant contribution in determining the level of employee job satisfaction.

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