

# Influence of workload and compensation on job satisfaction in the accommodation service sector with work life balance as moderating effect

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## ABSTRACT

Job satisfaction in every company has a different level. This research tries to test job satisfaction with compensation and workload as independent variables at Pangeran Beach Hotel Padang as an accommodation company in the service sector. Using work life balance as moderator, this study distributed questionnaires to 64 out of 125 employees who had been screened using a purposive sampling technique. The results of the data obtained were processed by descriptive analysis using SmartPLS 3.0 and it was found that workload had a negative and significant effect on job satisfaction, compensation and work life balance had no effect on job satisfaction, and work life balance moderated the relationship between workload and compensation on job satisfaction. In this research, there is 32.8% of value where job satisfaction can be influenced by other variables and not explained and can be given number of respondents or variable variations as an alternative for limitations.

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## 1. INTRODUCTION

To achieve the desired results, work is all aspects of activity that involve human awareness. In this technological era, jobs are becoming more demanding with changes in work patterns and the nature of work (Thilagavathy and Geetha, 2020). In an important aspect, human awareness is also supported by activity and understanding of the goals to be achieved while working. It also involves the desire to work, full awareness of work, plans when working and how the results are expected after work. At work, (Turanligil and Farooq, 2019) the level of employee proactiveness, aggressiveness and natural business demands with the aim of reaching the top requires active involvement and comprehensive dedication from employees or the humans themselves. In real life, besides work being used to meet needs, it is also carried out as an aspect of life in giving status and recognition to the surrounding community. Even though the basic purpose of work is to fulfill life's needs, humans also do this in order to get a sense of security, satisfaction and self-actualization while working. While working, we can obtain financial incentives and non-financial incentives (Dessler, 2017). This is one of the motivations for employees (Pratisardy and Lukito, 2019) because it can be said to be a supporter, a driver or even a need in realizing personal desires. This incentive is like money or non-money whose use value is given fairly and properly for services in achieving the

company's strategic goals for all employees, namely an understanding of compensation. (Harahap and Khair, 2019). Aslam et al (2019) and several previous studies by shows that compensation in the form of non-cash incentives has a significant impact and companies tend to have better performance values than using several other theories in measuring employee performance. The achievement of good compensation will certainly increase the productivity and performance of employees. Compensation is intended so that employees can work optimally so as to produce optimal performance (Farisi et al., 2020).

It's different with rewards, there is a workload that will be experienced by humans as employees or employees when they do a job in a company or agency. According to some experts (Anasi, 2020), the term workload is defined as the demands made on employees by work with a certain amount given in a certain period of time and this workload is a major work-related stressor. Seeing workload as all activities that involve time for an employee to be spent on carrying out responsibilities, professional interests and command duties both directly and indirectly at the workplace (Johari et al., 2018). Previous studies have shown that workload has a significant effect on employee performance and research that uses methods from both qualitative and quantitative research has found a negative relationship between high workload and job satisfaction (Anasi, 2020). The results of the work will appear and can be felt by the influence, one of which is the balance of life and work or called the work life balance. Historically the concept of work life balance developed from reducing conflict to becoming ideas or ideas about how effectiveness and satisfaction in work and family or in the domain of life are consistent with one's values or priorities (Adkins and Premeaux, 2019).

Research on work life balance (WLB) is also an important construct that has been tackled by organizational researchers over the last few decades. It has been defined as a balance between the emotional, behavioral and time demands of paid work and personal and family responsibilities (Aruldoss et al., 2021). This researcher also stated that a changing organization has resulted in a growing interest in work-life balance. Work-life balance exists when there is a separation of time and energy from work and important experience in life (2021).

One phenomenon that has been extensively researched in organizational behavior and human resource management is job satisfaction. Job satisfaction is an attitude in which an individual's behavior is determined by the extent to which he is satisfied with his job. Even with the existence of autonomy and stress due to multitasking or work done at one time and the pressure of deadlines during relevant work processes can be used to assess the effect of results on job satisfaction which has an impact on work life balance (Bellmann & Hübler, 2020). Therefore, experts (Soomro et al., 2018) also concluded that job satisfaction has two constituents: an affective component and a non-affective (cognitive) component. Where the affective component refers to the emotional state of the employee and the non-affective (cognitive) component refers to the satisfaction associated with the assessment of the work performance performed by the individual. In fact, the emotional response that arises from the work situation at hand is also another form of job satisfaction. In addition, this also has a correlation that is how the work is produced so that it has a meeting point for the expectations desired by workers. According to Andrade et al. (2021), job satisfaction or a pleasant or positive emotional state resulting from an appraisal of one's work or work experience creates outcomes such as stronger job performance, increased organizational behavior, increased customer satisfaction, resulting in reduced absenteeism to reduced turnover. Based on direct observations in the field and the results of interviews from short questionnaire questions with several employees in several hotel divisions, the following initial results were obtain can be concluded that there are still phenomena in the variable unit values that do not match the indicators of the variables studied, especially the expected job satisfaction. This trend is also in accordance with the variables that influence job satisfaction, namely compensation and workload. The concept of job satisfaction is not easy because it relates to human perceptions and feelings that even workers will feel they have job satisfaction if they have the perception that the rewards they receive for work, exceed what is expected, calculated for the costs they have incurred, and the difference is still sufficient to fill other lives (Rinny et al., 2020).

The complexity of the emergence of job satisfaction is also composed of several factors which according to previous research (Farisi et al., 2020) are detailed in: (1) Value achieved (2) Achieved needs (3) Part of genetics (4) Fair (5) Differences . From previous expert research (Rojikinnor et al., 2022) in general it can be analyzed the factors that influence job satisfaction including: (1) salary, (2) work, (3) opportunities for promotion, (4) supervision, (5) working groups and (6) working conditions.

Similar research (Anasi, 2020) also indicates that workload is the main stressor related to work and excessive conditions trigger sources of stress in the workplace so that workload has a significant effect on employee performance. However, efforts like other activities that can be shared to distract individuals, still have the potential to cause an increase in feelings of workload stress (Stich et al., 2019). High workloads, perhaps unsurprisingly, are considered stressors at work and job demands because employees with higher levels of workload have to spend more resources to complete work tasks (Hughes & Jex, 2022). There are indicators used by previous research (Ridhayanti et al., 2022) to measure workload, including: (1) Working conditions (2) Use of working time and (3) Targets to be achieved.

Rewards (Azhar et al., 2020), the value obtained in the form of money or goods, directly or indirectly received by an employee as compensation for work or services issued by the company, can be called compensation. It is more general that compensation can also be expressed as something employees get in return for the work they do (Irfan, 2018). According to Fitrio (2022), the combination of compensation can be influenced by the size of the company, which is can be components in it, namely (1) tangible direct rewards such as salaries, bonuses, incentives; (2) direct intangibles such as health insurance, vacations, retirement benefits and (3) intangible rewards such as a supportive work environment, challenging work. The indicators used in measuring this compensation (Rojikinnor et al., 2022) include: (1) Wages and Salaries which are money given every month to employees as compensation for working hours and contributions, (2) Incentives which are financial rewards which is given directly to employees whose performance exceeds the specified standards, (3) Allowances which are compensation for certain employees in return for their sacrifices, and (4) Facilities which are supporting facilities from the company.

In expert research (Boiarintseva et al., 2022), it is explained that the field of research regarding work-family attachment can be traced back to the 1970s, but it was only in 1996 by Marks and Macdermid that the term "work life balance" was first used and It is defined that achievement in work life balance is the capacity or ability of an individual to interpret his involvement in every role in his life. In previous studies (Rondonuwu et al., 2018), work life balance indicators were described as: (1) time balance, (2) involvement balance (3) satisfaction balance.

## 2. METHOD

This research uses quantitative methods, which can be counted using statistical methods with the aim to determine the causal relationship between two or more variables that is independent of the dependent variable (Sekaran & Bougie, 2019). In this research, the independent variables are job workload and compensation, the dependent variable is the employee's job satisfaction while the moderating variable is work life balance. The population in this research were all 64 people of employee with permanent status at Pangeran Beach Hotel Padang consisting of management and supporting level. The type of data used is primary data sourced from document archives at Hotel and secondary from questionnaire answers. The data analysis technique uses Structural Equation Modeling (SEM) using PLS software.

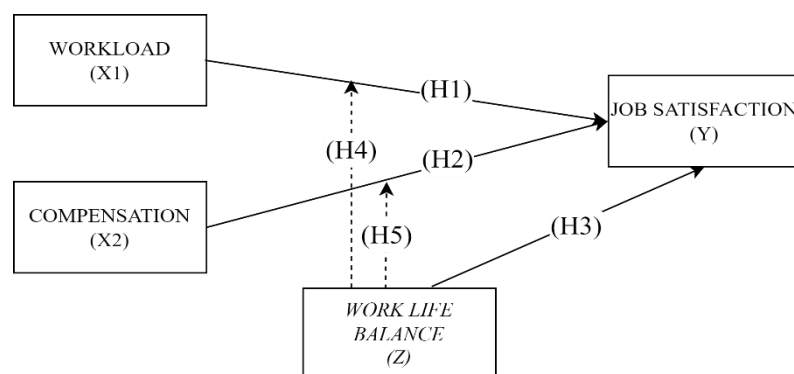


Figure 1. Research Model

### 3. RESULTS AND DISCUSSION

#### 3.1 Characteristics of Respondents

Based on the characteristics of the respondents, for gender, men dominate with 84% of the total, and the rest are women. In terms of age, there is 53% people with 46-55 years old followed by 36% people with 36-45 years old. Based on marital status, 88% are married and the rest are not. For education, there is 64% still a senior high school graduated. In terms of salary, 55% of employees are still in the range of 2 to 3 million rupiah. Based on the number of family, there is 36% of total employees who bear 4 or more people accompanied by 23% with 3 people and based on work experience, 95% of the employees have worked for more than 10 years.

#### 3.2 Validity and Reliability

Validity testing was carried out by 64 respondents with the aim of measuring whether the questionnaire was valid or not. When convergent validity tested, the outer loading indicator value must up > 0.7 point. Evaluation of discriminant validity can be done using the Average Variance Extracted (AVE) method for latent variables. The AVE value describes the magnitude of the diversity of variables that can be owned by the latent construct. When AVE value reach 0.5 or more, it indicates a good measure of convergent validity. The value of Discriminant validity can be seeing on the cross-loading value. The cross-loading value aims to assess of the level of discriminatory validity that is adequate for each construct, by comparing the correlations between constructs. The reliability test shows the extent to which the measuring instrument is reliable or trustworthy. It used Composite Reliability and Cronbach Alpha as the coefficient measurement technique. Composite reliability is considered better if the value more than > 0.6 point. Reliability tests with composite reliability can be strengthened by using the Cronbach alpha value. A variable is declared reliable if it has a Cronbach alpha value > 0.6.

#### 3.3 Inner Model

**Tabel 1.** R-Square Values

	R Square	R Square Adjusted
Job Satisfaction	0.672	0.670

Source: Data processing from SmartPLS 3 (2023)

Based on table 1, the results of calculating R square are 0.672, up to 0.670. It shows that the effect of all independent variables on the dependent variable with R as job satisfaction is 0.672. It means, 67.2% of job satisfaction is explained by workload, compensation and work life balance. While the remaining 32.8% is influenced by other variables not explained in this study.

#### 3.4 Hypothesis Testing

Hypothesis testing between variables using bootstrapping techniques through path coefficients aims to identify the result of the formulated hypothesis. Second Order Confirmatory used for the assessment of the significance of the influence between variables will be carried out by a bootstrapping procedure. The bootstrapping procedure uses the entire original sample for resampling. In the resampling bootstrapping method, the significance value used (one-tailed) with the t-value is 1.65.

**Table 2.** Path Coefficient (T-Values, P-Values)

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Workload → Job Satisfaction	-1.024	1.011	0.044	23.126	0.000
Workload X Work Work Life Balance → Job Satisfaction	0.085	-0.078	0.036	2.346	0.011
Compensation → Job Satisfaction	-0.004	-0.068	0.251	0.015	0.494
Compensation X Job Work Life Balance → Job Satisfaction	0.055	0.051	0.033	1.669	0.050
Work Work Life Balance → Job Satisfaction	-0.046	0.029	0.253	0.181	0.428

Source: Data processing from SmartPLS 3 (2023)

Based on Table above which is a calculation to see the direct effect between, it can be seen there were 2 hypotheses was rejected, first the influence from compensation on job satisfaction with 0,494 P-Values and then work life balance on job satisfaction with 0,428 P-Values. It means P-Values are greater than a significance level of 0, 05 and the t-statistical value from both of them is smaller than the T-table of 1.65.

**Table 3. Summary of Hypothesis Testing Results**

hypothesis	Research result	Information
H1: Workload has an effect on Job Satisfaction	There is influence Workload to Job satisfaction negatively and significantly	Supported
H2: Compensation influences job satisfaction	There is no influence from Compensation on Job satisfaction significantly	Rejected
H3: Work Life Balance Influences Job Satisfaction	There is no influence from Work Life Balance on Job Satisfaction significantly	Rejected
H4: Workload has an effect on Job Satisfaction moderated by Work Life Balance	Workload on Job Satisfaction moderated by Work Life Balance influenced positively and significantly	Supported
H5: Compensation influences Job Satisfaction moderated by Work Life Balance	Compensation on Job Satisfaction moderated by Work Life Balance influenced positively and significantly	Supported

Source: Data processing from SmartPLS 3 (2023)

The results of the first hypothesis test show that the workload variable on the job satisfaction variable has a value above the T-table of 1.65 and a P-value of 0.000 < a significance value of 0.05 so that it can be stated that workload has a significant influence on job satisfaction for employees at Pangeran Beach Hotel Padang. This has an indication that any increase value from the workload of employees at Pangeran Beach Hotel Padang will reduce the level of job satisfaction of these employees according to the same value unit. In other words, this will affect the two variables differently.

The results on the second hypothesis test the effect of compensation on job satisfaction. It is known that compensation for job satisfaction has a t-statistical value of 0.015 where it should be < the T-table value of 1.65 and a P-value of 0.494 where it is > significance value of 0.05 which indicates that compensation is not significantly related to job satisfaction at permanent employees at Pangeran Beach Hotel Padang and not related to the initial planning hypothesis. This is not in line with research from Rinny et al., (2020) which states that compensation can increase employee performance, motivation, loyalty, and satisfaction at work if compensation is given appropriately and in accordance with the capacity between responsibilities and rights, then employees motivated to achieve organizational goals.

Testing hypothesis will see the effect of the work life balance variable on the job satisfaction variable. It is known that work life balance on job satisfaction has a t-statistic value of 0.181 where it should be < the T-table value of 1.65 and a P-value of 0.428 where it is > of a significance value of 0.05 resulting in the conclusion that the work life balance variable is not significantly affect job satisfaction and not in accordance with the hypotheses that have been planned. The results of this study are inconsistent with several previous studies (Thilagavathy S & Geetha SN, 2021), where job satisfaction is the driving force for work performance and the intensity of employees to remain in a company. In addition, positive perceptions of employees about their jobs increase job satisfaction which causes work life balance and job satisfaction to be positively correlated. Even though the initial hypothesis was the two variables in this study described a unidirectional relationship, the results showed no correlation between the two and were not related to each other.

The fourth hypothesis examines the effect of workload on job satisfaction moderated by work life balance. It can be seen that workload on job satisfaction which is moderated by work life balance has a t-statistical value of 2.346 > T-table value of 1.65 and a P-value of 0.011 < significance value of 0.05 in the original negative sample with the conclusion that if the workload variable has an increase for one unit of value given, the job satisfaction variable will decrease by the same unit value when received so that the results of this study are in accordance with the fourth hypothesis that workload has a significant effect on job satisfaction with work life balance as a moderating variable. This indicates that the influence of work life balance can help employees to reduce workload levels indirectly to have a good impact on job satisfaction.

The discussion of the fifth hypothesis examines the effect of compensation on job satisfaction with work life balance as a moderating variable. It can be seen that compensation for job satisfaction is moderated by work life balance which has a t-statistic value of 1.669 > T-table value of 1.65 and a P-value of 0.005 which is small, the same as the significance value of 0.05 which indicates that although the hypothesis variable compensation is not has a significant effect on job satisfaction but work life balance has direct effect as moderating variable on job satisfaction.

#### 4. CONCLUSION

Based on research experience while conducting this research, the researcher realizes that the results of this study are not perfect and have many limitations that affect the expected results. Therefore, it is hoped that these limitations will be given more attention for future studies. Some of the limitations in this study include: (1) This study only uses job satisfaction, compensation, workload and work life balance variables for analysis. (2) This research is still limited to companies engaged in accommodation services. (3) Respondents in this study were limited to permanent employees of Prince Beach Hotel Padang. The author's suggestions based on the results of this study are as follows: (1) Because this study only analyzes workload, compensation, job satisfaction and work life balance as moderating variables, it is suggested for future researchers to be able to vary and add other variables that can explain more deeply about the influence of the relationships studied such as work motivation, burnout, turnover intention, organizational citizenship behavior, job autonomy, dedication, and distributive justice. (2) It is recommended that further research be able to expand the potential of research objects, one of which is in the service sector in the financial sector such as banking or retail companies and in the industrial sector such as manufacturing companies (3) For further research, it is suggested to be able to expand and add research respondents who can be taken from similar companies or related organizations in order to sharpen the results of research conclusions.

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