



Work-Life Balance, Job Satisfaction, and Work Environment Influences on Educators' Loyalty Study on Female Lecturers at the University of Flores

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Abstract. The goal of this study was to see how work-life balance, job satisfaction, and the work environment affected the loyalty of female lecturers at the University of Flores. The purposive sampling method was used in this study, which included a sample of 93 married and or single parents female lecturers who were all permanent lecturers at the University of Flores using questionnaires and analyzed using SMARTPLS 3.0 Software.

Work-life balance does not have a positive and significant effect on the loyalty of female lecturers, as evidenced by the test results, which show a t-value of $0.949 < 1.96$ significant value for the work-life balance variable.

Job satisfaction has a positive and significant effect on work on the loyalty of female lecturers, as evidenced by the test results, which show that the value of the coefficient of satisfaction variable is $2.293 > 1.96$ significant value.

The work environment has a positive and significant effect on the loyalty of female lecturers, as evidenced by the test results, which show that the work environment variable has a coefficient value of $2.237 > 1.96$ significant value.

Keywords: Work-life balance · job satisfaction · work environment · loyalty

1 Introduction

A lack of work-life balance is one of the causes of low loyalty. Low workplace loyalty is one of the issues that many people are concerned about in the business world. If disloyalty is allowed to persist, it will impede organizational development. Loyalty is essential in everyday professional life, including for lecturers. Work-life balance is one factor that influences loyalty (Capnary et al., 2018), (Larastrini & Adnyani, 2019), (Mosyani & Riyanto, 2020), and (Datta, 2021).

According to (Sheikh et al., 2018) “Work-life balance fosters feelings of loyalty to the organization and increases affective commitment. Affective commitment is an emotional attachment to organizations or employers that can motivate employees to stay with the organizations”. Work-life balance experiences increase organizational loyalty and effective commitment. An emotional connection with the organization or superiors that causes employees to want to stay with the organization is what effective commitment is. A good work-life balance will result in high morale, a sense of satisfaction with their

work, and a sense of full responsibility both at work and in their personal life. Work-life balance refers to the ability of a worker to manage and share the balance between work and personal life. Work-life balance (Dua & Hyronimus, 2020), (Wolor et al., 2020), (Chung & van der Lippe, 2018), (Iddagoda et al., 2021), (Warren, 2021) is the extent to which individuals are equally involved and satisfied with roles in their work life or outside of work.

Employee loyalty can be influenced by work environment factors (Dwidjosumarno, 2021), (Bagus et al., 2021), (Putranugraha, 2021), (Kusuma et al., 2022). The work environment, according to (Nitisemito, 2017) is everything that is around the workers and can affect him in carrying out the tasks assigned to educators. In order to produce good performance, a healthy work environment must make the lecturers feel more comfortable and safe so that the work can be completed on time. Lecturers feel more satisfied and committed to the organization, and if they have positive work environment experiences, the lecturer will stay longer in the organization, resulting in job satisfaction (Maulana et al., 2021), (Irnad et al., 2021), (Vuong et al., 2021), (Kim Phuong, 2021).

This study aims to learn more about what factors contribute to educators' lack of loyalty, particularly female lecturers at the University of Flores Ende, particularly female lecturers who are married or married, the following researchers describe the problems that occur at the University of Flores as follows: The first is an excessive workload, which causes an imbalance between the lecturer's work and personal life. Female lecturers who are married or have families, as is often the case, must have duties not only as educators but also as housewives, and it is difficult to balance work at office and at home, so they are often not actively involved in campus activities.

The second issue in job satisfaction is that some lecturers' salaries are not appropriate, resulting in a lack of job satisfaction for lecturers; and there is a lack of position in the organizational structure, which causes some lecturers to feel discouraged and dissatisfied.

The third issue in the workplace is a lack of harmonious relationships among lecturers, which causes the work environment to deteriorate and affects lecturers' work loyalty.

The fourth is a lack of comfort for lecturers as a result of inadequate teaching and learning facilities, such as limited technological tools for teaching, which is resulting in lack of responsibility on the part of lecturers in dealing with work.

The study's objectives are as follows: 1) to determine the effect of work-life balance on the loyalty of female lecturers at the University of Flores; 2) to determine the effect of job satisfaction on the loyalty of female lecturers at the University of Flores; and 3) to determine the effect of the work environment on the loyalty of female lecturers at the University of Flores Ende.

2 Literature Review

A. Work-Life Balance

In the late 1970s, the term "work-life balance" was first used in England to describe a balance between work and personal life. The work-life balance program was actually implemented in America prior to WWII, specifically in 1930, albeit in a crude form.

This concept became popular in American businesses in 1986, in order to overcome the choices of American workers, who frequently neglect family, relationships, and leisure time in pursuit of organizational goals.

Work-life balance has a 6-h working system and is divided into 4 shifts which replaces the traditional work system, namely the 8-h working system which is divided into 3 shifts, so that employees have more time to spend with their families. The results achieved from the new system are increasing employee morale, having a more positive view of other things in their work, including: improving service quality, pride in the organization, feeling bound and responsible for work and organizational efficiency (Risna et al., 2017).

Work-life balance refers to the degree to which individuals are equally involved and satisfied with roles in and outside of the workplace (Greenhaus, Collins, & Shaw, 2003 in (Pertiwi et al., 2019)). Employees have other lives outside of work, such as family life and social life, so that a balance is formed that will make employees satisfied and happy in carrying out work tasks (Ganapathi, in (Pertiwi et al., 2019)).

Greenhaus, J. H., Collins, K. M., and Shaw, J. D., 2003 in (Nugraha, 2019) stated the indicators of the Work-life Balance variable as follows:

- 1) The availability of individual time for both work and family is referred to as time balance.
- 2) The individual's psychological involvement and commitment to work and family are referred to as involvement balance.
- 3) Individual satisfaction in carrying out work and family activities is referred to as satisfaction balance.

Loyalty is an active behavior that demonstrates pride and support for the organization, divides the organization against criticism, emphasizes positive aspects of the organization, and refrains from using the organization as an example of such behavior (Nadeak Friska, Simanjorang, 2021). Work-life balance, on the other hand, is a balanced proportion of time, emotions, and attitudes toward the demands of a job and one's life outside of work, such as family life, social life, fulfilling expectations, and satisfaction (Putri, 2021). The relationship is that work-life balance experiences increase affective commitment, which is emotional involvement with institutions that can cause lecturers to want to stay with their institutions (Liu et al., 2021). Because of the high commitment and loyalty required for success, work-life balance is critical when the organization manages the professional with the technical. As a result, it is possible to conclude that work-life balance and loyalty have a direct relationship (Mosyani & Riyanto, 2020), (Stefanie et al., 2020), (Nadeak Friska, Simanjorang, 2021), (Putri, 2021), (Melayansari & Bhinekawati, 2020).

According to the above explanation, the research hypothesis is:

H1: Work-Life Balance has a positive effect on Female Lecturers' Loyalty.

B. Job Satisfaction

Job satisfaction, according to Locke in (Toropova et al., 2021), (Specchia et al., 2021), (Loan, 2020), (Bezdrob & Šunje, 2021) is a pleasant or positive emotional state

resulting from a person's job appraisal or job experience. Job satisfaction is a reaction to feelings of pleasure or displeasure with work based on the expectation of a reward provided by the organization, with indicators including: feelings of pleasure towards supportive working conditions, feelings of appreciation, feelings of relationships with superiors, feelings of relationships with colleagues, feelings about work itself, the feeling of the opportunity to achieve, and the feeling of the award received.

According to Sedarmayanti in (Permana et al., 2021), the indicators of job satisfaction include, among other things,

- 1) Work. The content of a person's work is determined by his expertise, experience, and educational background.
- 2) Earnings. The amount of money received by a person as a result of doing work is in accordance with what is considered fair and appropriate.
- 3) Advancement. A structured and planned promotion can foster the possibility of opportunity and a person's sense of justice.
- 4) Supervisor: Someone who always gives orders or instructions to ensure that work is done fairly and in accordance with the conditions.
- 5) Colleagues: Friends who can always interact in carrying out work in a harmonious and cooperative atmosphere.

Job satisfaction is the degree to which people are happy or unhappy at work. Job satisfaction is more than just an attitude, an internal state associated with personal feelings of accomplishment. Job satisfaction is associated with attitudes toward work and there is a strong relationship between job satisfaction and organizational commitment (Phuong & Vinh, 2020), (Khuong & Linh, 2020), (Egenius et al., 2020), (Maulana et al., 2021), (Irnad et al., 2021), (Dhir et al., 2020).

As a result, it is possible to conclude that there is a link between job satisfaction and loyalty.

H2: Job satisfaction is thought to have a positive effect on loyalty.

C. Work-Environment

Working conditions have a significant impact on employee loyalty. The workplace is a place where employees work and can be persuaded to complete their assigned tasks. According to (Rozi, 2021), (Purwati & Maricy, 2021), the work environment is the overall tools and materials encountered, the surrounding environment in which a person works, his work methods, and work arrangements as individuals and groups.

There are two types of work environments, according to (Mukhsin et al., 2021), (Arwin et al., 2021):

1. The Physical Workplace

The physical or natural environment, in particular. For example, the condition of the building, the land, the seasons, parks, room conditions, infrastructure, and so on. The physical environment has a different impact on each individual.

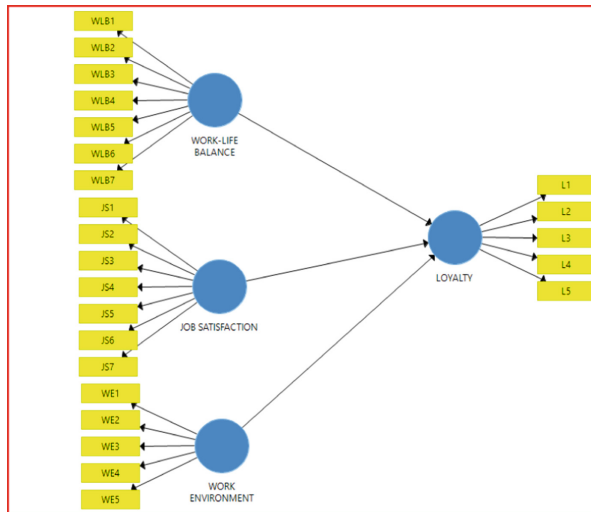


Fig. 1. Research Model, 2022

2. Non-physical working conditions

All work conditions related to work relationships, including relationships with superiors as well as relationships with coworkers or subordinates, are included in the non-physical work environment. When structuring the environment, the supervisor must accept opinions or suggestions from his subordinates in order to fulfill the wishes of all parties. This non-physical work environment is also an important type of workplace. Offices should be able to reflect conditions that encourage collaboration among superiors, subordinates, and those in the same organizational position status. It is necessary to create a family atmosphere, good communication, and self-control.

According to the research of (Larastrini & Adnyani, 2019), (Susita et al., 2020), (Ramadhanty et al., 2020), (Samat et al., 2020), (Putranugraha, 2021), (Nadeak Friska, Simanjorang, 2021), (Dwidjosumarno, 2021), (Bagus et al., 2021); employee loyalty has a positive relationship with the work environment; specifically, the better the work environment, the higher the level of employee loyalty. A good work environment increases employee loyalty and fosters a sense of belonging among employees.

Based on empirical findings from previous studies, the following hypotheses can be proposed in this study (Fig. 1).

3 Research Methods

This is a quantitative research. This study focuses on female lecturers at Flores University, which has a total population of 103. Purposive sampling was used in this study to select 93 female lecturers who are married and or single parents.

The data is gathered by distributing questionnaires containing 23 items from four variables to the respondents.

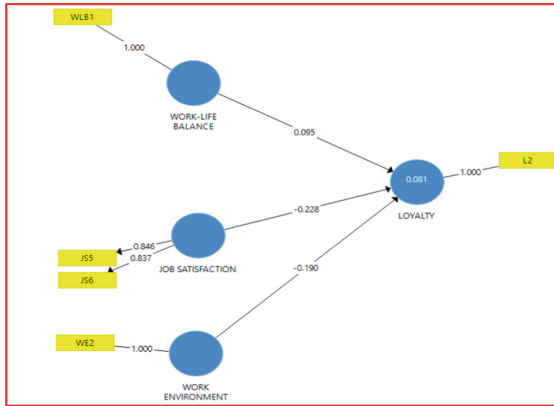


Fig. 2. Validity and Reliability Model using SmartPLS 3.0, 2022

SMART PIs Software version 3.0 is used to analyze the data. First, the validity and reliability tests are performed, and then the hypothesis is tested using the Evaluation of Structural Model Test.

4 Findings and Discussion

A. Findings

A.1 Validity and Reliability Test

Figure 2 depicts the results of the validity and reliability tests:

According to the Outer Loadings test results, 18 of the 23 items had to be deleted for further data processing because their loading factor value was less than 0.6. The Fornel-Lecker test reveals a high correlation between the variables. The reliability test then demonstrates that all of the variable items are reliable for further data analysis.

A.2 Hypothesis Test

The structural model evaluation test results in Fig. 3 show that work-life balance has no effect on female lecturers’ loyalty, with a value of $0.949 < 1.96$. As a result, the first hypothesis, that work-life balance has a positive and significant effect on female lecturers’ satisfaction, is rejected. Job Satisfaction and Work Environment both have a positive and significant effect on female lecturers’ loyalty, with values of $2.293 (> 1.96)$ and $2.237 (> 1.96)$, respectively, indicating that the second and third hypotheses are accepted.

B. Discussion

B.1 The Impact of Work-Life Balance on Female Lecturers’ Work Loyalty at the University of Flores

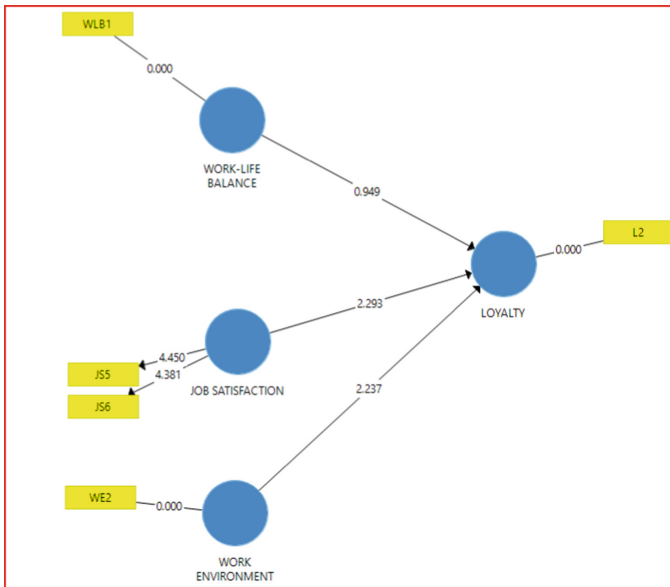


Fig. 3. Evaluation of Structural Model, 2022

Work-life balance had no significant effect on the loyalty of female lecturers at the University of Flores, according to the findings. The findings of this study contradict previous findings from (Capnary et al., 2018), (Larastrini & Adnyani, 2019), (Al Kabir & Rahman, 2019), (Melayansari & Bhinekawati, 2020), (Mosyani & Riyanto, 2020), (Nadeak Friska, Simanjourang, 2021), which show that work-life balance can affect employee loyalty. According to the work-life balance indicators, namely time balance, involvement balance, and satisfaction balance, there may be female lecturers who do not yet have the three types of balance mentioned above, influencing the results of testing the first hypothesis.

B.2 The Influence of Job Satisfaction on Female Lecturer Loyalty at the University of Flores

Female lecturers' job satisfaction includes work performed in accordance with the lecturer's basic education, lecturers' satisfaction with the salary received, and harmonious relationships between lecturers due to open communication between lecturers.

Employees will be satisfied with their work if they are compensated in accordance with their workload. Employee satisfaction is also increased when the company provides opportunities for career advancement, as this motivates employees to always do a good job and minimize errors in completing the assigned task.

The findings of this study are consistent with previous research by (Phuong & Vinh, 2020), (Khuong & Linh, 2020), (Dwidjosumarno, 2021), (Kim Phuong, 2021), (Irnad et al., 2021), (Vuong et al., 2021) indicating that job satisfaction has a direct positive

effect on loyalty. Employees who are happy with their jobs will exhibit loyal behavior in which they will strive to exceed the company's goals.

B.3 The Impact of the Work Environment on Female Lecturer Loyalty at the University of Flores

The work environment at the University of Flores includes the availability of supporting facilities and infrastructure, lecturers who are actively involved in various activities, and working conditions that are in line with the performance of female lecturers. The higher the level of lecturer loyalty, the better the working environment. A positive work environment will make lecturers feel more at ease.

The findings of this study are consistent with previous research conducted by (Samat et al., 2020), (Susita et al., 2020), (Dwidjosumarno, 2021), (Bagus et al., 2021), (Putranugraha, 2021), (Kusuma et al., 2022) which shows that the work environment has a positive relationship with employee loyalty, with the better the work environment, the higher the level of employee loyalty. Employees will feel more at ease working in a supportive environment.

5 Conclusion

According to previous research or findings, three variables can influence job satisfaction: work-life balance, job satisfaction, and work environment. Despite the fact that work-life balance was found to have no significant effect on loyalty in this study. This can be used as research material to determine what factors influence the work-life balance of female lecturers at the University of Flores.

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