Married KPU employees of Bali Province: The Role of Organizational Support with Work-Life Balance

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ABSTRACT

Married employees have a divided focus between personal life and work life so that it has an impact on work life balance. The balance of work life can be influenced by organizational support. This study aims to determine the relationship between organizational support and work life balance in married KPU employees of Bali Province. The hypothesis in this study shows a positive relationship between organizational support and work life balance in married KPU employees of Bali Province. The subjects in this study were 124 employees. data collection using organizational support scale and work life balance scale. The data analysis technique used is product moment correlation analysis. Based on the results of data analysis obtained correlation coefficient rxy of 0.324 ($p < 0.05$). These results indicate that there is a positive correlation between organizational support and work-life balance in married KPU employees of Bali Province. The coefficient of determination (R^2) of 0.105 organizational support variables on work life balance is 10.5% while the remaining 89.5% is influenced by other variables.

Keywords: *Organizational Support, Work Life Balance, KPU Employees*

Introduction

Human resources are the most important asset in a company or agency that has a role as the subject of implementing policies and operational activities of the agency. Human Resources (HR) are productive people who work as the driving force of an agency, HR is also very important in determining the development of an institution, which includes all people who carry out its activities. These human resources can be divided into two types, namely human resources and non-human resources which include capital, machinery, technology, materials and others. (Irsyad et al., 2022). ASN is a new term for the profession of civil servants, government employees, and state apparatus who work within public organizations or government organizations. One of those included in ASN is the employee of the General Election Commission or what is often referred to as the KPU (Syafrizal, 2021).

Bali is known as the island of the gods and has religious rituals that affect every element and movement of Balinese life (Bali, 2024). In addition to the charm of beauty and uniqueness that Bali has so that it becomes a special island, Bali also has beauty in traditional ceremonies and holidays that require the community to be involved in the implementation and preparation of the ceremony (Ministry of Finance, 2024). According to data from the official website of the Bali Provincial General Election Commission (2023), there are eight regency KPUs in Bali Province, namely Buleleng Regency, Bangli Regency, Badung Regency, Gianyar Regency, Tabanan Regency, Karangasem Regency, Jembrana Regency, Klungkung Regency, and there is one KPU for Denpasar City and 1 KPU for Bali Province. Married individuals certainly have a divided focus between personal life and work life amid the busyness faced from home to the workplace has a high level in terms of difficulty providing existence for their work (Nugrawati & Prasetya, 2021).

Researchers conducted interviews on April 2-5, 2024 with 10 married KPU employees of Bali Province, finding that many employees have difficulty in achieving a balance of time, involvement, and satisfaction in their work life. This is in line with Nugrawati and Prasetya's (2021) research which states that work challenges and stress can disrupt employees' work-life balance. Rabani and Budiani (2021) state that companies that do not pay attention to employee work-life balance will face low productivity and difficulties in improving performance. Greenhaus et al. (2003) also emphasize the importance of a balanced investment of time between work and family to reduce conflict and stress.

According to Hudson (2005) Work-life balance is the level of individual suitability in satisfying their involvement in balancing various roles in life. the existence of work challenges and stress as well as work identification to develop themselves and careers have a link to individual lives is often considered unbalanced if the amount of work time meets conflicts in other lives of each individual. This causes the need for work-life balance, because with work-life balance, it is hoped that it can produce good work and not harm personal life (Nugrawati & Prasetya, 2021). Organizations encourage work-life balance by developing policies to help employees address their work and non-work commitments (Rabani & Budiani, 2021). This is supported by several research results conducted by Puspitasari and Ratnaningsih (2019); Tigowati (2022) said that the work-life balance of employees will be higher because of organizational support from the company. This study aims to examine the relationship between organizational support and work-life balance in married KPU employees of Bali Province. The hypothesis proposed in this study is that there is a positive relationship between organizational support and work-life balance in married KPU employees of Bali Province.

Methods

In this study there were 124 subjects used in accordance with the criteria, namely KPU employees of Bali Province who were married. The type of data uses primary data sourced from the results of the scale given to respondents. Data collection techniques using

the scale method. Scale making in this study uses a Likert scale model with 4 answer options, namely SS (Very Suitable), S (Suitable), TS (Not Suitable), STS (Very Inappropriate) (Azwar, 2012).

Work-life balance variables are measured using indicators of time balance, engagement balance and satisfaction balance (Hudson, 2005). Based on the results of the work-life balance scale trial conducted on May 22, 2024 using the correlation coefficient limit of 0.25, there were 4 invalid items from the total initial data of 30 items tested, namely item numbers 9, 12, 13, and 14 because the Corrected Item-Total Correlation value was less than 0.25 so that the items that could be used amounted to 26 items. The results of the correlated item-total correlation coefficient (rix) move from 0.256 to 0.717 with the Cronbach alpha (α) reliability coefficient at 0.924. Based on the results of this analysis, it shows that the work-life balance scale consisting of 26 items can be categorized as having high reliability. Thus the researcher concluded that the work-life balance scale can be said to be feasible or used as a measuring instrument in research.

Organizational support variables are measured using indicators of superior support, appreciation and working conditions (Rhoades and Eisenberger, 2002). Based on the results of the organizational support scale trial conducted on May 22, 2024 using the correlation coefficient limit of 0.25, there were 5 invalid items from the total initial data of 24 items tested, namely items number 2, 5, 7, and 13 because the Corrected Item-Total Correlation value was less than 0.25 so that the items that could be used were 19 items. The results of the correlated item-total correlation coefficient (rix) move from 0.250 to 0.802 with the Cronbach alpha (α) reliability coefficient at 0.908. Based on the results of this analysis, it shows that the organizational support scale consisting of 19 items can be categorized as having high reliability. Thus the researcher concluded that the organizational support scale, can be said to be feasible or used as a measuring tool in research.

The data analysis technique uses the product moment correlation test. This test is to determine the relationship between organizational support and work-life balance. The provisions, if the probability value obtained is less than 0.05 then there is a relationship between organizational support and work-life balance. Conversely, if the probability value obtained is more than 0.05 then there is no relationship between organizational support and work-life balance.

Results

In this study, 124 participants were collected and divided into 2 sections. The first part consisted of demographic information of the participants, while the second part included responses from two questionnaires.

Table 1. Description of Subjects Based on Gender

Gender	Total	Presentage (%)
Male	65	52,4 %
Female	59	47,6 %
Total	124	100 %

Based on table 1, it can be seen that the total subjects in this study were 124 subjects with a breakdown of percentage based on gender, namely men by 52.4% and women by 47.6%. This shows that most of the subjects in this study were male.

Table 2. Description of Subjects by Age

Age	Total	Presentage (%)
19–35 Years	49	39,5 %
36-43 Years	41	33,1 %
44-49 Years	19	15,3 %
50-57 Years	15	12,1 %
Total	124	100 %

Based on table 2, it can be seen that the total subjects in this study were 124 subjects with detailed presentations based on age, namely 19-35 years old by 39.5%, 36-43 years old by 33.1%, 44-49 years old by 15.3%, 50-57 years old by 12.1%. This shows that the subjects in this study were mostly aged 19-35 years.

Table 3. Statistical Description of Work-Life Balance and Organizational Support

Variabel	Skor Hipotetik					Skor Empirik			
	N	Max	Min	M	SD	Maks	Min	M	SD
Work-Life Balance	124	104	26	65	13	104	52	73,01	9,60
Organizational Support	124	76	19	47,5	10	73	40	58,65	5,46

Description:
N : Number of Subjects
Min: Minimum Score
Max: Maximum Score
M : Mean (average)
SD : Standard Deviation

Data from the organizational support scale and work-life balance scale are used to describe the results of the study by looking at hypothetical and empirical scores. Including the minimum, maximum, range, standard deviation and average (mean) values. The results of

data description are used as the basis for categorizing research data. The hypothetical score on the work-life balance scale consists of 26 valid items, the minimum score is 26 x 1 = 26. The maximum score is 26 x 4 = 104. The range is 104 - 26 = 78. Standard deviation (σ) is 78 : 6 = 13. While the hypothetical mean (μ) is (104 + 26)/2 = 65. The minimum empirical score is 52 and the maximum score is 104. The range obtained from the difference between the maximum score and the minimum score, namely, 104 - 52 = 52. The standard deviation value is 9.60 and the empirical mean is 73.01.

The hypothetical score on the organizational support scale consists of 19 valid items, the minimum score is 29 x 1 = 19. The maximum score is 19 x 4 = 76. The range is 79 - 19 = 60. The standard deviation (σ) is 60: 6 = 10. While the hypothetical mean (μ) is (76+19)/2 = 47.5. The minimum empirical score is 40 and the maximum score is 73. The range obtained from the difference between the maximum score and the minimum score, namely 73 - 40 = 33. The standard deviation value is 5.46 and the empirical mean is 58.65.

Table 4. Classification of Work-Life Balance Scale

Classification	Norm Classification	Skor	Frequence	Percent (%)
High	$X \geq (\mu + 1\sigma)$	$X \geq 78$	72	58.1 %
Medium	$\mu - 1\sigma \leq X < \mu + 1\sigma$	$52 \leq X < 78$	52	41.9 %
Low	$X < (\mu - 1\sigma)$	$X < 52$	0	0
		Total	124	100 %

Description:
X : Subject score
μ : Mean or hypothetical mean
σ : Hypothetical standard deviation

Based on table 4 above, the work-life balance scale shows subjects who are in the high category of 58.1% (72 subjects), the medium category is 41.9% (52 subjects), and there are no subjects who are in the low category. Thus, it is said that most of the KPU employees of Bali Province who are married have a high work life balance.

Table 5. Classification of Organizational Support Scale

Classification	Norm Classification	Skor	Frequence	Percent (%)
High	$X \geq (\mu + 1\sigma)$	$X \geq 57.5$	36	29 %
Medium	$\mu - 1\sigma \leq X < \mu + 1\sigma$	$37.5 \leq X < 57.5$	88	71 %
Low	$X < (\mu - 1\sigma)$	$X < 37.5$	0	0
		Total	124	100 %

Description:
X : Subject score
μ : Mean or hypothetical mean
σ : Hypothetical standard deviation

Based on the results of the categorization of the organizational support scale, it explains that 29% (36 subjects) are in the high category, 71% (88 subjects) are in the medium category, and there are no subjects in the low category. Thus it can be said that most of the married KPU employees of Bali Province have moderate organizational support.

Tabel 6 Normality Test Result

One-Sample Kolmogorov-Smirnov Test	
	Unstandardized Residual
Asymp.Sig. (2-tailed)	,059

From the data testing that has been carried out on the work-life balance variable and the organizational support variable, the asymp.sig value is 0.059> 0.05 with a total of 124 subjects, which means that it can be said that the research data is normally distributed.

The linearity test for work life balance and organizational support variables obtained F = 16,455 with a significance level of 0.000 (p < 0.05), this means that the relationship between work life balance variables and organizational support variables is a linear relationship. Based on the results of product moment correlation testing (pearson correlation) shows the correlation coefficient (rxy) of 0.324 and a significance value of p = 0.000 (p < 0.050) which means there is a positive and significant relationship between organizational support and work life balance. Thus, the higher the employee's organizational support, the higher the employee's work life balance. Conversely, the lower the employee's organizational support, the lower the employee's work-life balance. This indicates that the hypothesis is accepted.

Discussions

The purpose of this study was to determine the relationship between organizational support and work-life balance in married KPU employees of Bali Province. Based on the results of the correlation analysis, this study shows that there is a positive and significant relationship between organizational support and work-life balance in married KPU employees of Bali Province. This is indicated by the correlation coefficient value rxy of 0.324 and a significant value of p = 0.000 (p < 0.050) which means the research hypothesis is accepted. The higher the organizational support of married Bali Provincial KPU employees, the higher the work-life balance owned by married Bali Provincial KPU employees. Conversely, the lower the organizational support, the lower the work-life balance of married Bali Provincial KPU employees.

The hypothesis accepted in this study shows that organizational support is considered as one of the factors in work-life balance. Supported by the results of research by Puspitasari

and Ratnaningsih (2019), it shows that organizational support with work life balance has a significant relationship, where employees feel that they get recognition from the company for their work and get compensation according to the contributions they have made to the company, so employees will show their responsibilities as well as possible by being able to balance the time between personal life and work. In addition, the results of research conducted by Rabani and Budiani (2021) show that there is a strong relationship between organizational support variables and work-life balance.

Justice is attention and good treatment from the company to employees and forms a sense of satisfaction in employees, so that employees can improve performance at work (Sholikah & Mulyana, 2022). This is in line with the data obtained in the field which shows that the justice obtained by married KPU employees of Bali Province is quite fair, employees feel valued and respected in their work so that they can increase their involvement in doing work. In addition, the justice provided has a positive impact on married employees of the Bali Provincial KPU such as fairness in providing equal opportunities for promotion and employees feel fair in providing the workload obtained so that employees do not feel pressured or used by the agency. In line with research by Irfan (2022) shows that the existence of justice and creating a healthy work environment in every company will certainly improve the balance of employee life.

Supervisor support given to employees such as motivation and providing examples of good attitudes is a form of support from the organization to improve employee performance (Hidayatullah & Kurniawan, 2023). Providing assistance for problems faced by employees at work, family and social life and providing guidance to employees regarding their work responsibilities certainly improves employee work life balance (Heksarini, 2017). This is shown by the superior support obtained by married KPU employees of Bali Province, where employees feel more focused in carrying out work because their superiors are always there and help with any difficulties experienced by married KPU employees of Bali Province. in addition, the superior support obtained by employees feels more comfortable and less anxious when they take leave for themselves or with family which can help them to avoid fatigue and balance employee work life better. Supported by the results of research by Rahmaniah et al, (2019) which states that supervisor support is very important to apply to increase full attention to complaints related to work and personal life so that their work life balance becomes better.

These rewards and working conditions are recognition or rewards given by agencies for employee contributions to work, including recognition, salary, promotion of job security, independence, autonomy, role stressors, and training, and working conditions are appropriate conditions when employees complete tasks (Rhoades & Eisenberger, 2002). Referring to the results of the research conducted, it states that married KPU employees of Bali Province get rewards such as salaries that are commensurate with the work they do. In addition, employees feel a positive work environment, where the work environment is well designed and can help reduce the sense of physical and mental fatigue of employees that can lead to a decrease in

their work life balance, as well as the training provided by the agency in improving the skills of employees to help improve the work life balance of married Bali Provincial KPU employees. Supported by the results of research by Sholikah and Mulyana (2022) which states that the existence of awards and working conditions can increase employees' sense of responsibility and challenge them to balance their work life and personal life.

The results of the preliminary study found that some subjects indicated that they had a low work-life balance, but after going deeper using quantitative methods with a scale that had been tested for reliability, it was found that work-life balance was in the high category so that the data found was more valid and there was no tendency for bias. The results of data categorization on work-life balance variables amounted to 58.1% (72 subjects) in the high category, 41.9% (52 subjects) in the medium category, and there were no subjects in the low category. The results of score categorization on organizational support variables are known to be 29% (36 subjects) in the high category, 71% (88 subjects) are in the medium category, and there are no subjects in the low category.

Conclusion

Based on the results of the analysis, it can be concluded that there is a positive relationship between organizational support and work-life balance in married KPU employees of Bali Province. This shows that the higher the organizational support obtained by married employees, the higher the life balance of married Bali Provincial KPU employees. Conversely, the lower the organizational support obtained by married employees, the lower the work life balance of married Bali Provincial KPU employees. In addition, data analysis shows the coefficient of determination of organizational support with work life balance in married Bali Provincial KPU employees of $(R^2) = 0.105$ which indicates that organizational support contributes 10.5% to work life balance in married Bali Provincial KPU employees while the remaining 89.5% is influenced by other variables not included in this study.

Acknowledgement

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