

# Implementation Of Work Stress In Moderating Work-Life Balance And Flexible Work Arrangements For Job Satisfaction During The Covid-19 Pandemic

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## Abstract

Teachers as human resources in schools have demands that the implementation and work-life balance and flexible work arrangement can be balanced and minimize work stress. The implementation of online learning systems that can make teachers do work-life balance and flexible work arrangements should be able to reduce stress and increase job satisfaction. But the reality in the field is that many teachers do not get job satisfaction. The purpose of this study was to analyze the description and effect of work-life balance, flexible work arrangement, job satisfaction and job stress. The object of this research is the State Senior High School PNS Teachers in Pematang Siantar City who have been certified as many as 168 people. Data analysis techniques used are normality test, regression analysis, correlation coefficient and determination and hypothesis testing. The test was carried out using the SPSS Statistic version 20 program. The results showed are Jjb satisfaction, work-life balance, flexible work arrangement and work stress were in the answers with the criteria of agree/satisfied. The practice of flexible work arrangements affects work-life balance. The results of the regression have a positive influence between each variable. The results of the correlation coefficient analysis obtained a strong and positive relationship. The results of hypothesis testing show a positive and significant effect. Work stress variable is not a moderating variable. It is concluded that the application of work-life balance and flexible work arrangements can increase job satisfaction and work stress is a debilitating variable.

**Keywords:** Job Satisfaction, Work-Life Balance, Flexible Work Arrangement and Work Stress.

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## I. INTRODUCTION

In the current situation, starting in 2020 countries around the world are battling a deadly virus called coronavirus 19 (COVID-19) [1]. With the declaration of COVID-19 as a global epidemic, the Ministry of Education and Culture has implemented a policy to apply distance learning or online learning methods [2]. This condition requires harmony between humans and information technology in order to find solutions that can be used to solve various problems that arise, and can create creative and innovative opportunities to improve life sector [3]. Things like this require teachers to be able to balance life with work (work-life balance) and be able to arrange their own work schedule (flexible work arrangement) in order to transfer their knowledge through online Teaching and Learning Activities (KBM) or online [4]. Teachers as human resources in schools have demands that the implementation of flexible work arrangements and work-life balances can be balanced and minimize work stress [5].

The implementation of online learning systems that can make teachers do work-life balance and flexible work arrangements should be able to reduce stress and increase job satisfaction [6]. With a good work life balance and flexible work arrangement, it is expected to increase the resilience of teachers themselves, so that they can make decisions more efficiently and effectively and can avoid mental pressure situations such as stress [7]. Because a stressful mental situation can have a bad effect on activities and health [8]. This research is important because flexible work arrangements have a positive effect. With this flexibility, teachers finally achieve success in work and outside of work which has an impact on achieving a work life balance which in the end also increases overall employee satisfaction. The use of flexible work arrangements and work life balances has a positive effect on overall employee satisfaction. However, if the practice of flexible work arrangements and work life balances is not properly monitored, it can create difficulties in the workplace and can cause work stress.

## II. METHODS

The research design used in writing and discussing problems related to this research is library research and field research. The object of the study is civil servant teachers and has been certified as many as 296 state high schools in Pematang Siantar City in 6 (six) Menengah Atas Negeri Schools in Pematang Siantar City which are under the supervision of the North Sumatra Provincial Education Office Siantar Branch located on Jalan Sisingamangaraja No. 73, East Nagahuta District, Siantar Marimbun District, Pematang Siantar City. The sample used was 168 people, based on proportional random sampling. In this study using qualitative data types and quantitative data, the data sources used by the authors in this study are primary data and secondary data. The data collection techniques used are interviews, questionnaires, and documentation

### *Normality Test*

In this study, researchers used the Kolmogorov-Smirnov normality test using parametric statistical calculations. If obtained the value of asymp.sig. 2 tailed above 0.05 then normally distributed data [9].

### *Qualitative Descriptive Analysis*

Qualitative descriptive analysis was carried out on the picture of the effect of work-life balance and flexible work arrangement on job satisfaction with work stress as a moderation variable in teachers of the Menengah Atas Negeri School in Pematang Siantar City.

### *Quantitative Descriptive Analysis*

In quantitative descriptive analysis, the author performs an analysis in the form of data and numbers which are then analyzed and interpreted in the form of a description. In quantitative descriptive, the methods used by the author are:

#### Multiple Linear Regression Analysis

The equation that states the form of the relationship between the independent variable (X) and the dependent variable (Y) is called the regression equation. The regression model used is:

$$\hat{Y} = b_0 + b_1 X_1 + b_2 X_2 \dots [10]$$

#### Correlation coefficient analysis and determination

The coefficient of determination (R) is the coefficient of determining the magnitude of the contribution of the variable X to the rise and fall of the value of the variable Y. This coefficient indicates the proportion of total variability in the corresponding variable described by the regression model. The value of R is at intervals of  $0 \leq R \leq 1$  [11].

#### Test the Hypothesis

##### *Simultaneous Test (F Test)*

To test the significant relationship of free variables with related variables simultaneously, the F test is used, using the significant level limitation  $\alpha = 0.05$  [11].

##### *Partial Test (t Test)*

The t test is a test that is carried out to find out whether between the free variable, namely work-life balance, flexible work arrangement and the bound variable, namely job satisfaction, has a significant relationship or not. The calculated value is compared with the ttable value for the 5% error of the two-party test and  $dk = n - 2$ , then the value of the  $t_{tabel}$  is obtained [11][12].

##### *Residual Test*

The hypothesis for residual iji is used to test how far the moderating variable moderates the influence of independent variables on dependent variables or to see the presence of moderating variables whether to strengthen or weaken their influence among existing variables [12].

## III. RESULT AND DISCUSSION

### *Normality Test*

The Kolmogorov-Smirnov Test One-Sample normality test showed a job satisfaction value of 0.243, work-life balance of 0.216, flexible work arrangement of 0.130, and work stress of 0.108. The overall total of 0.640 has an Asymp value. Sig (2-Tailed)  $> \alpha 0.05$ . Thus it can be stated that each of the variables is normally distributed

### *Qualitative Descriptive Analysis*

Job satisfaction for teachers of Mengah Atas Negeri School in Pematang Siantar City received a total answer score of 3,023, total weighted answers of 11,927, the average score was at an average level of 3.94 with satisfied answers, a standard deviation of 0.70, a range of values ranging from 3.24 to 4.64 and with a fairly satisfied to very satisfied category. The highest level of average job satisfaction is in the dimension of colleagues (work group) with indicators of support for colleagues with questions of family atmosphere in work that are well-built with an average level of 4.33 which is very satisfied. The lowest average level of job satisfaction is in the dimension of promotion opportunity on the indicator of career development opportunities with questions of the work environment that supports to get an increase in positions that have an average level of 3.55 which is contrary to satisfaction, this is a weakness of job satisfaction. The work-life balance for teachers of Mengah Atas Negeri School in Pematang Siantar City got a total answer score of 2,182, total weighted answers of 8,541, the average score was at an average level of 3.91 with good answers, standard deviations of 0.69, a range of values ranging from 3.22 to 4.60 and with a fairly good to very good category. The highest average work-life balance level is in the WEPL (Work Enhancement of Personal Life) dimension with personal life indicators with work tasks with an average level of 4.28 which is very goodly measured. The lowest average work-life balance level is in the WIPL (Work Interference with Personal Life) dimension on the personal life time indicator which has an average level of 2.76 which is quite good, this is a weakness of the work-life balance.

The flexible work arrangement for teachers of Mengah Atas Negeri School in Pematang Siantar City got a total answer score of 2,016, total weight answers of 6,610, the average score was at an average level of 3.27 with a fairly good answer, a standard deviation of 0.82, a range of values ranging from 2.45 to 4.09 and with a category of not good to good. The highest level of flexible work arrangement average is in the dimension of flexibility in work with indicators preventing conflicts with an average level of 3.79 which is well-measured. The lowest level of flexible work arrangement average is in the dimension of flexibility in work without direct supervision which has an average level of 1.61 which is very poorly measured, this is a weakness of the flexible work arrangement. Work stress in teachers of Mengah Atas Negeri School in Pematang Siantar City got a total answer score of 2,016, total weighted answers of 6,613, the average score was at an average level of 3.28 with answers with a fairly high number of answers, a standard deviation of 0.80, a range of values ranging from 2.48 to 4.08 and with high to low categories. The highest average level of work stress is in the dimension of relationships in the workplace with an average level of 4.22 which is a very low benchmark. The lowest average level of work stress is in the dimension of workload which has an average level of 1.54 which is very high in benchmark, this is the weakness of work stress.

### *Quantitative Descriptive Analysis of the Effect of Work-Life Balance on Job Satisfaction*

Simple work-life balance regression results against job satisfaction, as follows:

**Table 1.** Work-Life Balance Regression Results to Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	18,192	3,026	
Work-life balance	1,039	,059	,807

a. Dependent Variable: Job Satisfaction

Source: results of questionnaire processing using SPSS (2022)

The regression equation was obtained, namely  $\hat{Y} = 18.192 + 1.039X$ , meaning that there is a positive influence between work-life balance on job satisfaction in State High School Teachers in Pematang Siantar City.

### *The Effect of Flexible Work Arrangement on Job Satisfaction*

Simple regression results flexible work arrangement to job satisfaction.

**Table 2.** Results of Flexible Work Arrangement Regression to Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	37,551	3,168	

Flexible work arrangement	,851	,079	,639
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a. Dependent Variable: Job Satisfaction

Source: results of questionnaire processing using SPSS (2022)

The regression equation was obtained, namely  $\hat{Y} = 37.551 + 0.851X$ , meaning that there is a positive influence between flexible work arrangements on job satisfaction in State High School Teachers in Pematang Siantar City.

#### *Effect of Work-Life Balance and Flexible Work Arrangement on Job Satisfaction*

At this stage, multiple linear regression tests are carried out to analyze the magnitude of the effect of work-life balance and flexible work arrangement on job satisfaction with the results listed in the following table:

**Table 3.** Results of Work-Life Balance Regression and Flexible Work Arrangement on Job Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	17,374	3,020	
	Work-life balance	,915	,083	,711
	Flexible work arrangement	,181	,085	,136

a. Dependent Variable: Job Satisfaction

Source: results of questionnaire processing using SPSS (2022)

The multiple regression equation was obtained, namely  $\hat{Y} = 17.374 + 0.915X_1 + 0.181X_2$ , meaning that there is a positive influence between work-life balance and flexible work arrangement on job satisfaction in State High School Teachers in Pematang Siantar City.

#### *Correlation Coefficient and Coefficient of Determination.*

The results of the analysis of the correlation of work-life balance to flexible work arrangement, obtaining a level of  $r = 0.708$  means that a strong relationship between work-life balance and flexible work arrangements is obtained in State High School Teachers in Pematang Siantar City. The results of the analysis of the correlation of work stress to job satisfaction, obtained level  $r = 0.357$  means that a low relationship is obtained between work stress and job satisfaction in State High School Teachers in Pematang Siantar City. Furthermore, the level of coefficient of determination (RSquare) of 0.127 means that the high and low job satisfaction can be explained by 12.7%, while the remaining 87.3% is explained by other variables that are not discussed in this study. The results of the analysis of the correlation of work-life balance to job satisfaction, obtaining a level of  $r = 0.807$  means that a very strong relationship is obtained between work-life balance and job satisfaction in State High School Teachers in Pematang Siantar City. Furthermore, the level of coefficient of determination (RSquare) of 0.651 means that the high and low job satisfaction can be explained by 65.1%, while the remaining 34.9% is explained by other variables that are not discussed in this study.

The results of the analysis of the correlation of flexible work arrangements to job satisfaction, obtained level  $r = 0.639$  means that a strong relationship is obtained between flexible work arrangements and job satisfaction in State High School Teachers in Pematang Siantar City. Furthermore, the level of coefficient of determination (RSquare) of 0.408 means that the high and low job satisfaction can be explained by 40.8% while the remaining 59.2% is explained by other variables that are not discussed in this study. At this stage, correlation analysis testing is carried out to calculate the strength of the work-life balance and flexible work arrangement relationships to job satisfaction. The analysis of the correlation of work-life balance and flexible work arrangement to job satisfaction, obtaining a level of  $r = 0.813$  means that a very strong relationship is obtained between work-life balance and flexible work arrangements for job satisfaction in State High School Teachers in Pematang Siantar City. Furthermore, the level of coefficient of determination (RSquare) of 0.660 means that the high level of job satisfaction can be explained by 66% while the remaining 34% is explained by other variables that are not discussed in this study.

*Hypothesis Test 1: The Effect of Work-Life Balance on Job Satisfaction in State High School Teachers in Pematang Siantar City*

**Table 4.** Results of the Work-Life Balance t Test on Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	18,192	3,026		6,012	,000
Work-life balance	1,039	,059	,807	17,606	,000

a. Dependent Variable: Job satisfaction

Source: results of questionnaire processing using SPSS (2022)

It can be seen that the t-count on the work-life balance element is worth 17.606 > the t-table with df = n-2 (168-2=166) worth 1.9744 or a significance of  $0.000 < \alpha 0.05$ . Thus H0 is rejected, meaning that work-life balance has a positive and significant effect on job satisfaction in State High School Teachers in Pematang Siantar City. This is in line with the research conducted by [13]

*Hypothesis Test 2: The Effect of Flexible Work Arrangement on Job Satisfaction in State High School Teachers in Pematang Siantar City*

**Table 5.** Test Results t Flexible Work Arrangement on Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	37,551	3,168		11,854	,000
Flexible work arrangement	,851	,079	,639	10,706	,000

a. Dependent Variable: Job satisfaction

Source: results of questionnaire processing using SPSS (2022)

It can be seen that the t-count on the flexible work arrangement element is worth 10.706 > the t-table with df = n-2 (168-2=166) worth 1.9744 or a significance of  $0.000 < \alpha 0.05$ . Thus it can be stated that H0 is rejected, meaning that flexible work arrangement has a positive and significant effect on job satisfaction in State High School Teachers in Pematang Siantar City. This is in line with the research conducted by [14]

*Hypothesis Test 3: The Effect of Work-Life Balance and Flexible Work Arrangement on Job Satisfaction in State High School Teachers in Pematang Siantar City*

**Table 6.** F Work-Life Balance and Flexible Work Arrangement

Test Results on Job Satisfaction

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8175,513	2	4087,756	160,459	,000 <sup>b</sup>
	Residual	4203,433	165	25,475		
	Total	12378,946	167			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work-Life Balance dan Flexible Work Arrangement

Source: results of questionnaire processing using SPSS (2022)

It can be seen that F-count on the elements of work-life balance and flexible work arrangement worth 160,459 > F-table with df = n-k-1 (168-3-1=164) worth 2.66 or significance of  $0.000 < \alpha 0.05$ . Thus, it can be stated that H0 is rejected, meaning that work-life balance and flexible work arrangement have a positive and significant effect on job satisfaction in State Senior High School Teachers in Pematang Siantar City. This is in line with the research conducted by [15]

*Hypothesis Test 4: Work Stress Moderates the Effect of Work-Life Balance and Flexible Work Arrangement on Job Satisfaction in State High School Teachers in Pematang Siantar City*

**Table 7.** Results of Residual Test of Work Stress on Job Satisfaction

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,996	1,517		1,975	,050
Job Satisfaction	,005	,021	,018	,234	,816

a. Dependent Variable: AbsRes\_1

Source: results of questionnaire processing using SPSS (2022)



The residual equation between the job satisfaction variable and the residual absolute value of the moderating variable (work stress) results in the following residual test model equation:

$$|e| = 2,996 + 0,005Y$$

The results of the residual test analysis in table 7 can be seen that the job satisfaction variable is significant  $> 0.05$  and the value of the parameter coefficient is positive, so it can be explained that the work stress variable weakens the effect of work-life balance and flexible work arrangement on job satisfaction. Therefore, H2 which states that work stress moderates the effect of work-life balance and flexible work arrangement on job satisfaction is rejected. This is not in line with the research conducted by [16]

#### *Job Satisfaction at a State High School Teacher in Pematang Siantar City*

Job satisfaction at state high school teachers in Pematang Siantar City under the auspices of the North Sumatra Provincial Education Office, Siantar Branch, has been satisfactory although improvements still need to be made in order to provide better benefits for the agency. This online learning provides unconscious benefits because technology has an important role in learning. With this technology, the potential of teachers in using technology is strengthened. Many teachers initially do not understand IT or use laptops because of the obligation every day to report activities, but because little by little it is carried out, they will get used to it.

#### *Work-Life Balance for State High School Teachers in Pematang Siantar City*

Work-life balance helps teachers not to overwork so that teachers have good energy and focus levels during work. Not only that, the balance between the world of work and the personal can also maintain good relations between teachers and other related parties and can increase loyalty. The existence of harmony between workers and the organization will make organizational goals will be easily achieved. This is the main reason for the need for management. To maintain a balance between conflicting goals and to achieve efficiency and effectiveness.

#### *Flexible Work Arrangement for State High School Teachers in Pematang Siantar City*

Several reasons are still found indicators whose values are below the average level value due to several obstacles. The absence of direct interaction and supervision from superiors to the implementation of flexible work arrangements will cause a lack of supervision to check work results that have an impact on work performance and productivity in general. This is what must be sought for solutions to how employee productivity during a pandemic through flexible work arrangements must still have the same productivity even more than the system of working from the office. The method is one of the elements of management. Work methods are needed so that the work mechanism runs effectively and efficiently. The work method that suits the needs of the organization, does not just happen but requires a long time. In fact, it often happens that, in order to obtain a method of work that suits the needs of the organization, the leadership of the company asks for expert help. This is done because the creation of working methods, mechanisms of work, as well as work procedures is of great benefit. Flexible work arrangement is one of the work methods carried out to regulate the procedures and operational standards for the running of an activity in order to achieve predetermined goals. The implementation of the flexible work arrangement method must be made as good and effective as possible to produce good work.

#### *Work Stress on Public High School Teachers in Pematang Siantar City*

Several reasons are still found indicators whose values are below the average level value due to several obstacles. One of the obstacles that occur in the changes in the education system felt by teachers is work stress, because teachers are forced to quickly have to adjust conditions and situations, especially the learning system which is carried out absolutely online during the Covid-19 Pandemic. Good management allows teachers to maximize their work and rest time so that they can help teachers deal with work stress. A teacher must be able to properly implement the principles of management. If a teacher has implemented it well starting from planning, organizing, implementing, and supervising then the work results will also be good and the teacher will avoid work stress. If the management principles have been implemented correctly, then the goals of the organization will be precisely achieved.

#### IV. CONCLUSION

The results of the qualitative descriptive analysis of work-life balance are at an average level with good descriptive answers, the results of a qualitative descriptive analysis of flexible work arrangements are at an average level with a fairly good descriptive answer, the results of a qualitative descriptive analysis of work stress are at an average level with a fairly high level of criteria answers, and the results of a qualitative descriptive analysis of job satisfaction (job satisfaction) are at an average level with the answer was satisfied. The practice of flexible work arrangement affects work-life balance. Simple regression results show positive results between the effect of work-life balance on job satisfaction, the effect of flexible work arrangements on job satisfaction, and the effect of work-life balance and flexible work arrangement on job satisfaction. The results of the correlation coefficient analysis obtained a strong and positive relationship between work-life balance to flexible work arrangement, work stress to job satisfaction, work-life balance to job satisfaction, flexible work arrangement to job satisfaction, and work-life balance and flexible work arrangement to job satisfaction. The results of hypothesis testing show a positive and significant influence between work-life balance on job satisfaction, flexible work arrangement on job satisfaction, as well as work-life balance and flexible work arrangement on job satisfaction. The results of hypothesis testing show that work stress variables are not able to moderate the influence between work-life balance and flexible work arrangement on job satisfaction.

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