

## The Effect Of Work-Life Balance On Well Being With Supervisor Support As A Moderating Factor For Umrah Travel Employees In Bukittinggi City

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### ABSTRACT

*This research aims to explore the following: (1) the influence of work on Umrah travel employees in Bukittinggi City (2) the Influence of supervisor support on the well-being of Umrah in Bukittinggi City (2) The influence of Work work-life balance on the well-being of Umrah Bukittinggi City with Supervisor Support a moderating variable The type of research quantitative descriptive research, the data collection technique is through distributing questionnaires distribute via google form to Umrah travel employee in Bukittinggi City. The results of this research are (1) there is a significant influence between Work-Life Balance towards the well-being of Umrah Travel employees in Bukittinggi City (2) There are significant influence of Supervisor Support on the well-being of Travel employees in Umrah in Bukittinggi City (3) Has a significant influence on Work-Life Balance toward the Well Being of Umrah Travel employees in Bukittinggi City with Support Supervisor as a moderating variable*

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## INTRODUCTION

Hajj and Umrah travel is a privately owned company that was established with the aim of providing services for the departure of prospective pilgrims to the Holy Land. There is a lot of competition in the business world, causing a Hajj and Umrah travel agency to have good service in satisfying prospective pilgrims. The workforce or employees are human resources who run the company's operational activities.

company's operational activities. If the workforce is able to provide good service, it will have an impact on the company itself because good service will provide satisfaction to customers so that customers will use the company's services.

Behind the advanced Umrah travel company is influenced by the quality of employees, especially how the company maintains the welfare of the employees themselves. The issue of employee welfare (Well Being) is often heard and not a few employees experience stress at work. In other parts, Employee Well Being or employee well-being is defined as a healthy physical and mental condition in employees, so that employees should work in a stress-free and physically safe environment (Currie in Baptiste, 2008). According to Purba (2019), Employee Wellbeing is the right of employees or groups of employees for their membership in the organization in the form of indirect rewards. Employees who have good Well Being are employees who are in a positive emotional state, making employees happier and more productive.

The issue of Well-Being is an important discussion for both researchers and practitioners in the field of Human Resources. Well-being can be described as the quality of happiness, health, and relationships

(Arnold, 2017). The Well-Being program created by the company must create mental balance so that individuals can develop their potential to be more creative, can foster better relationships with others, are more skilled at coping with stress, and ultimately more productive in creating meaningful contributions to the Umrah travel company.

The Ministry of Religion released data on Umrah Worship Travel Organizers (PPIU) The number of Umrah travel in Bukittinggi City that has been authorized is 6 offices, namely PT Rizkia Tour and Travel and PT Bonita Anugerah, PT Penjuru Wisata Negri, PT Musafir Tour & Travel, PT Dream Tour & Travel and PT Raka Amal Utama Tours & Travel. Based on the results of pre-research interviews conducted in July 2023 with employees, table 1 can be summarized as follows: The following are employees of Travel Umrah in Bukittinggi City.

Employees at Umrah Travel firms in Bukittinggi City lack deep and intimate ties with one another, according to the findings of interviews with staff members. This is because working hours are too busy and rest periods are too short, making staff members prone to exhaustion. In addition, employees do not understand the workflow so they are unable to work independently. Finally, the monotonous work environment has an impact on self-potential and self-improvement. Everything illustrates the existence of Well-Being issues.

Changes in international circumstances, such as adjustments to travel regulations, medical conditions, or natural disasters, frequently have an impact on the Umrah travel agency sector. Travel agencies for Umrah must therefore be adaptable and prepared to handle unforeseen circumstances. employee's balance between work and life. The challenges of Human Resources today are not only limited to skills but also work demands, The number of activities and work pressures often make it difficult for workers to balance their work and personal lives. This situation leads Human Resources to be able to understand and have the right solution to maintain a healthy balance between career and personal life.

In the current era of technological development, companies engaged in Human Resources prefer to retain employees with the value of corporate knowledge that will affect the company. For those who think that the purpose of life is to work which is the core of life, but on the other hand they have limited time to work, but without a balance between the two then they will experience the difficulties they experience in running both.

Work Life Balance is defined as the ability of individuals to meet the needs of their work and family commitments and responsibilities both work and non-work. Greenhouse (2002) argues that Work Life Balance is satisfaction and functioning well at work and at home with minimal role conflict. John P (2014) found that long working hours of more than 10 hours / day will result in decreased productivity levels and encourage employees to often not work and move to other companies.

Research conducted by (Perengki Susanto et al., 2022) which discusses Work Life Balance has a close relationship with employee performance in several MSME employees. Although the main focus is on Work Life Balance and not employee performance, the findings show that Work Life Balance has a positive relationship with Employee Performance and also employee Job Performance will increase if the employee's Work Life Balance will be higher. From here, researchers analyze that the higher the employee's perceived Work Life Balance, the higher the employee's performance in the company. Therefore, in order to create a balanced Work Life Balance in employees, support from supervisors is needed which will have an impact on the company.

Supervisor support is defined as the extent to which leaders value their employees' contributions and care about their welfare (Bhate, 2013). The existence of supervisor support in the Umrah travel company, employees will feel emotionally supported so that complaints or problems of employees within the company can be resolved. In his research, Sarafino (2006) shows that workers get emotional support and instrumental support from supervisors and coworkers and have lower psychological calm than workers who do not get social support. This researcher analyzes that with the support of supervisors in the company, employees will feel more effective at work and can also reduce the stress experienced by employees during work. That employees experience while working.

## LITERATURE REVIEW

### 1. *Well Being*

According to Kahza (2019), well-being is a person's evaluation and feelings about life. Particularly when it comes to life satisfaction, well-being in the short and long terms differ significantly. Employees are more

aware of well-being in the short term but not always in the long run. Valence, temporal stability, and job domain specificity are the reasons behind this, as they lead to adjustments in the worker's workplace.

## 2. *Work-Life Balance*

job-life balance is defined by Clark (in Delina, 2013) as the employee's belief that certain aspects of their personal life, family care, and job are maintained in an integrated way by creating role tension.

## 3. *Supervisor Support*

According to (Lambert et al., 2016), supervisor support can help relieve stress or reduce its adverse effects and help individuals see challenges more positively. Meanwhile, according to (Tasnim, et., al 2017), supervisor support can be used as a scenario to help employees improve their work-life balance.

## METHOD

The author employs quantitative research as her research design. The author's research aims to determine whether each variable under consideration has a causal relationship with the others. The authors wish to investigate and ascertain the degree to which utilizing the causality technique. This study aims to examine "the effect of work-life balance on well-being with supervisor support as moderation" and determine whether a relationship exists between the independent and dependent variables. The sample size is sixty, the data collection method is the distribution of questionnaires, and the data analysis method is SEM analysis using Smart PLS 4.

## RESULT AND DISCUSSION

### 1. **Outer Model Evaluation**

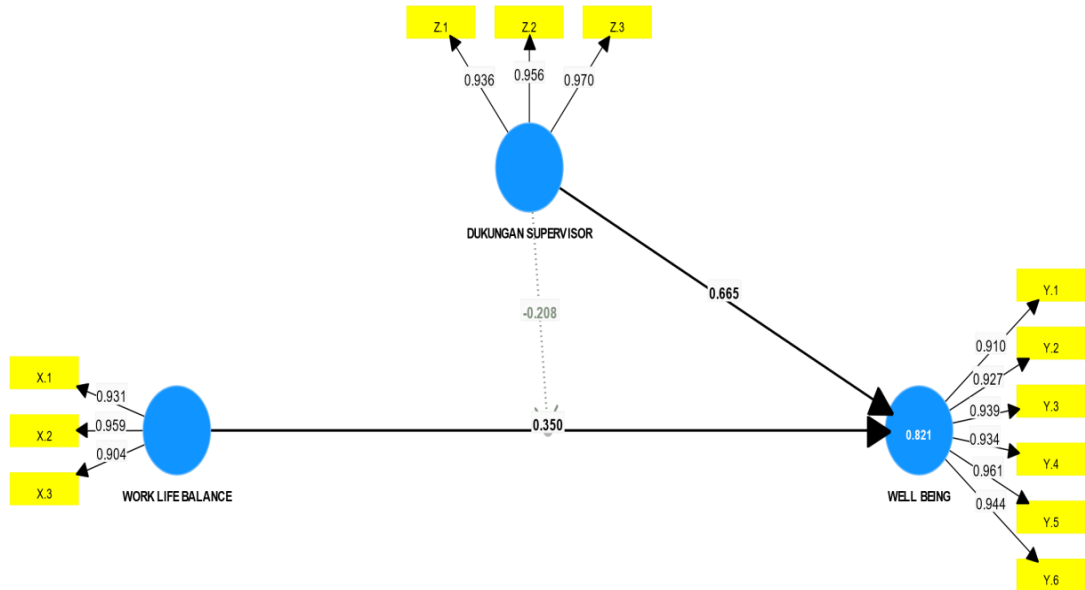
Following the collection and completion of the questionnaire by 189 respondents, the data were processed using PLS-SEM with Smart PLS 4 software.

#### a. **Validity Test**

##### 1. **Convergent Validity**

One of the requirements for evaluating analysis using Smart PLS is convergent validity. Based on the loading factor (correlation between the item score/component score and the construct score) of the indicators that measure the construct, convergent validity tests in PLS with reflecting indicators are evaluated. According to Hair et al. (2006), "The rule of thumb that is usually used to make an initial examination of the factor matrix is that approximately 0.5 is considered to have met the minimum level." Better is a loading factor of about 0.6, while substantial is a loading factor greater than 0.6.

Therefore, it can be said that loading plays a larger part in understanding the factor matrix the greater the loading factor value. The loading factor used in this investigation is 0.5. Additionally, the average variance extracted (AVE) value—which needs to be greater than 0.5—reveals the Convergent Validity value. The average variance extract (AVE) value > 0.5 and the outer loading > 0.5 are the requirements for convergent validity." The following is the path diagram showing the causal relationship between the loading factor value for each indicator and the constructs:



**Figure 1. Outer Model**

Source: Smart PLS 2024

The indicator validity measurement model's initial form is depicted in the figure on the parent variable. The next initial structure outer loading output table provides further details:

**Table 1. Outer Loading**

Indicator	Work Life Balance	Supervisor Support	Well Being
X.1	0,931		
X.2	0,959		
X.3	0,904		
Z.1		0,936	
Z.2		0,956	
Z.3		0,970	
Y.1			0,910
Y.2			0,927
Y.3			0,939
Y.4			0,934
Y.5			0,961
Y.6			0,944

Source: Smart PLS 2024

All variable indicators have an outer loading value larger than 0.6, which indicates that their convergent validity is valid, according to the data processing results shown in the above table.

**Table 2. AVE Value**

Variable	AVE Value
<i>Work-Life Balance</i>	0,868
<i>Well Being</i>	0,911
<i>Supervisor Support</i>	0,876

Source: Smart PLS 2024

It is determined by looking at the table that all variables have an AVE value of more than 0.5, indicating the validity of convergent validity.

### 1) Discriminant Validity

The Cross Loading value can be used to evaluate discriminant validity testing. Suppose the number of values for each variable in the construct is more than the correlation of the construct with other latent variables. In that case, the cross loading test is considered successful.

**Table 3. Croos Loading**

Indicator	<i>Supervisor Support</i>	<i>Well Being</i>	<i>Work Life Balance</i>
X.1	0,515	0,606	<b>0,931</b>
X.2	0,533	0,686	<b>0,959</b>
X.3	0,519	0,665	<b>0,904</b>
Y.1	0,824	<b>0,910</b>	0,572
Y.2	0,762	<b>0,927</b>	0,610
Y.3	0,726	<b>0,939</b>	0,712
Y.4	0,752	<b>0,934</b>	0,689
Y.5	0,779	<b>0,961</b>	0,697
Y.6	0,836	<b>0,944</b>	0,664
Z.1	<b>0,936</b>	0,766	0,509
Z.2	<b>0,956</b>	0,794	0,542
Z.3	<b>0,970</b>	0,826	0,554

Source: Smart PLS 2024

The data is deemed legitimate if the number of values for each variable in the construct is more than the correlation between the construct and other latent variables, as indicated by the above table.

### b) Reliability Test

A reliability test aims to ascertain how much a measuring device can be depended upon or trusted. The measuring device is dependable if the measured findings are reasonably consistent. All the items and questions used in this study will undergo reliability testing using Cronbach's Alpha coefficient, or value, as shown in the accompanying table.

**Table 4 Reliability Test**

Variable	Cronbach Alpha Value
<i>Work-Life Balance</i>	0,924
<i>Well Being</i>	0,972
<i>Supervisor Support</i>	0,951

Source: Smart PLS 2024

It is evident from the data that each construct has a Cronbach's alpha value greater than 0.7. All study variables are deemed reliable concerning the thumb Cronbach's alpha value, which is greater than 0.7.

### 1. Inner Model Test

Predicting the causal relationship, or cause-and-effect relationship, between latent variables—variables that cannot be measured directly—is the goal of the structural model test, also known as the inner model. The R-square for the dependent construct of the T-test and the significance of the structural path parameter coefficient is used to examine the relationship between latent constructs in the structural model test. The outcomes of the R-Square estimation performed with SMARTPLS version 4 are as follows.

**Table 5 R-Square**

Variabel	R-Square
Well Being	0,821

Source: Smart PLS 2024

R-square can only be found on endogenous constructs; it can be seen that the R-square value for well-being is 0.821, meaning that work-life balance contributes 82.1% to well-being.

Since R-square is only available for endogenous constructs, it is evident that work-life balance contributes 0.821.

## 2. Hypothesis Test

If the data satisfies the measurement requirements, hypothesis testing is performed using the bootstrapping approach in the SmartPLS 4 program. According to Ghzali and Latent (2012), bootstrapping is a resampling technique that permits the validity of freely dispersed data without requiring a large sample size or assumptions about the normal distribution.

This study used the No sign change strategy to resample 180 respondents. The significance test results show that the study's significance level is 5%, demonstrating the hypothesis testing process. It is deemed "significant" at a significance level of 5%, or 0.05, and the hypothesis can be accepted if the statistical T value is higher than 1.96 (Hair, 2013).

Table 6. Hypothesis Test

Hipotesis	Original Sample	T-Statistik	P-Value	Description
Work-Life Balance > Well-Being	0,350	2,750	0,006	Accepted
Supervisor Support > Well Being	0,665	5,969	0,000	Accepted
Work-Life Balance x Supervisor Support > Well-Being	-0,208	2,220	0,026	Accepted

Source: Smart PLS 2024

According to the SmartPLS analysis test results, hypothesis one can be accepted because the path coefficient output value demonstrates the association between work-life balance and well-being and has a parameter coefficient of 0.350 with a significance of 0.006 and a statistical value of 2.750 ( $2.750 > 1.96$ ). Additionally, hypothesis two can be accepted based on the test results from the SmartPLS analysis, where the path coefficient output value demonstrates the relationship between supervisor support and well-being with a parameter coefficient of 0.665 and a significance of 0.006, as well as a statistical value of 5.969 ( $5.969 > 1.96$ ). Additionally, the SmartPLS analysis test results, which indicate that supervisor support moderates the relationship between Well-Being and supervisor support, have a parameter coefficient of 0.208, a significance of 0.026, and a statistical value of 2.220 ( $2.220 > 1.96$ ), indicating that hypothesis three can be accepted.

## B. Discussion

### 1. Work-Life Balance with Well Being

The test results of the SmartPLS analysis where the Original Sample value shows the Work-Life Balance relationship to well-being has a parameter coefficient of 0.350 with a significance of 0.006, a statistical value of 2.750 ( $2.750 > 1.96$ ). Thus, hypothesis one can be accepted, meaning that one of the things that affects the well-being of Umrah travel employees in Bukittinggi City is the creation of a work-life balance for Umrah travel employees in Bukittinggi City. In this era, Work-Life Balance is the main concern of employees who work in an organization, especially if employees are given flexible work arrangements. In Haddon (2018) emphasizes that individuals who are given work-life opportunities have a more satisfied and committed attitude at work, thereby increasing their well-

being. Therefore, work-life balance has a significant effect on employee well-being. These results agree with (Wong et al., 2021), who also found that work-life balance positively impacts employee well-being. Employees who are given work-life balance opportunities will have a more satisfied and committed attitude at work. Research by (Petrou et al. 2012 in Gulzar et al., 2020) found a positive relationship between work-life balance and employee well-being. Someone who feels harmony in their life shows a balance between roles at work and family (Direnzo et al., 2015 in Rahim et al., 2020). When employees experience a discrepancy between their roles at work and at home, the presence of support from both families and superiors in the form of cooperation and positive reinforcement can motivate them to succeed in their work and be more energized. In Rahim et al., (2020), Moen et al. (2017). distinct from the working and rest hours that are too short for employees of PT Bonita and PT Musafir Tour & Travel, who endure overly hectic workdays and stressful rest periods that affect their ability to perform their jobs effectively and therefore affect their welfare. Stress among employees will have an effect on their productivity at work, which will lower their personal welfare. When employees experience an imbalance between their roles in their families and at work, cooperation and positive reinforcement from both families and superiors can help them succeed Moen et al., (2017) in Rahim et al., (2020). This can motivate employees to work harder and be more proactive at work. In order to help employees achieve work-life balance, which can enhance employees' quality of life, PT Penjuru Wisata Negri, PT Musafir Tour & Travel, and PT Raka Amal Utama Tour & Travel also apply this. These organizations respond to employee complaints.

## 2. Supervisor Support with Well Being

Additionally, the test results from the SmartPLS analysis demonstrate the relationship between supervisor support and well-being, with a path coefficient output value showing a parameter coefficient of 0.665 with a significance of 0.006, a statistical value of 5.969 ( $5.969 > 1.96$ ), indicating that hypothesis two can be accepted. This means that one factor influencing the well-being of umrah travel employees in Bukittinggi City is the presence of significant supervisor support. Supervisor support has a significant positive effect on work-life balance and low supervisor support can have an impact on meeting employee needs in improving emotional relationships. (Talukder, 2018) explains that supervisor support helps reduce the negative psychological effects faced by employees and has a major impact on employee performance. Supervisor support can support and balance work life so that it benefits employees in doing work and employee life related in the form of supervisor attention to employee complaints, fulfillment of task demands and as a role model. Likewise, the supervisors of the companies PT Penjuru Wisata Negri, PT Musafir Tour & Travel and PT Raka Amal Utama Tour & Travel prioritize employee welfare so that with the role of supervisor support, employees will feel more cared for and employee complaints can be resolved. Work-life balance practices not only increase job satisfaction, but are also positively correlated with employee well-being and the quality and quantity of personal life time (Wong et al., 2021). Therefore, work-life balance has a significant effect on employee well-being.

## 3. Work Life Balance with Well Being with supervisor support as moderation

Additionally, the test results from the SmartPLS analysis demonstrate the relationship between work-life balance and well-being with supervisor support acting as moderation. This relationship has a statistical value of 2.220 ( $2.220 > 1.96$ ) and a parameter coefficient of 0.208 with a significance of 0.026.  $2.220 > 1.96$  thus hypothesis three can be accepted, meaning that the existence of supervisor support for umrah travel employees in Bukittinggi City can significantly create Work Life Balance and Well Being. Employees who are happy with their personal and professional achievements are more likely to achieve organizational goals (Dousin et. al., 2019). Workers are more likely to accomplish supervisory goals and perform better if they feel that their managers are interested in both their personal and professional lives (Rofcanin et al., 2018). The PT Bonita and PT Musafir Tour & Travel enterprises must do this for their staff in order to prevent excessive stress, which could negatively affect the staff's ability to perform at work. Achour et al. (2020) demonstrated in a university-based study how supervisory assistance favorably modulated the association between the demands of family work on female academics and their perceived well-being. Prior research frequently ties an individual's behavior at work to their level of job satisfaction (Crede et al., 2007). According to Noah and Steve (2012), if workers find their work fulfilling and pleasurable, they will be more dedicated to it.

## CONCLUSION

1. The research findings indicate that work-life balance significantly affects well-being.
2. The research findings indicate that supervisor support significantly affects well-being.
3. According to the research, work-life balance significantly affects well-being, with supervisor support as a moderating factor.

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