



THE INFLUENCE OF WORK LIFE BALANCE ON THE WORK SATISFACTION OF MILLENNIAL DOCTORS

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ABSTRACT

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Background: A hospital is in constant demand of holistic service. Different professions and different generations of staff, intertwining with different kinds of demands from all sorts of customers, making a hospital a high-pressure workplace, conduct 24 hours of various activities. This leads to disturbance in work life balance, resulting in dissatisfaction from doctors toward the hospital. From 2015 onward, Gen Y (known as millennial) has taken over as the dominant workforce replacing the Baby Boomers. **Purpose:** To perceive the level of work life balance from the perception of millennial doctors, how it affects the overall satisfaction, and work satisfaction. **Method:** This research is conducted in a hospital in Bandung, with 84 participants (chosen with purposive sampling technique). Data was collected through questioners, observations, and interviews. The research method used is the causal relation of X and Y. **Results:** Out of four dimensions in work life balance, life to work enrichment achieves the highest score, as work to life conflicts is the lowest. The work satisfaction rate in millennial doctors in Bandung is categorized as very good, whereas from five dimensions of satisfaction, workplace satisfaction gets the highest score, and employer satisfaction is the lowest. Research results signify the importance of work life balance in working satisfaction for millennial doctors in a hospital in Bandung. Even though the research showed acceptable results, efforts are still needed to maintain the satisfactory rate for millennial doctors. **Conclusion:** The conclusions from research results are out of four dimensions in work life balance, life to work enrichment achieves the highest score, as work to life conflicts is the lowest.

INTRODUCTION

Hospital operations that last 24 hours with a variety of activities, professions, generations, as well as various hospital customers with various conditions, have made the hospital a place of work with fairly high work pressure. On the other hand, medicine is a highly demanding profession, where doctors often work overtime, and are faced with many difficult decisions. This accumulation effect certainly affects the work-life balance, which can affect the satisfaction of doctors (Dousin, Collins, & Kler, 2019).

Research conducted by Indah Budiati, et al stated that the percentage of the millennial population in Indonesia was 33.75% (Indah Budiati, et al, 2018). Badan Pusat Statistik Jawa Barat stated that in 2020 Generation Z, which is around 27.88% of the total population of West Java, while the second group that dominates is the millennial generation, which is around 26.07% of the total population of West Java, dominates the population composition of West Java (Yudha Maulana, 2021).

Based on data from the Indonesian Medical Council, the number of registered doctors in Indonesia as of May 28, 2020, was 224,438 doctors consisting of 144,849 general practitioners, 41,401 specialists, 33,894 dentists, 4294 specialist dentists. In addition, the number of registered doctors in Bandung was 1975 general practitioners and specialists, with the number of millennial doctors being 527 doctors.

Doctors are one of the core resources in hospitals with long working hours. Doctors must be ready to work beyond the official hours, and it is undeniable that doctors will be under considerable pressure in their work in hospitals. This phenomenon is slightly contrary to the characteristics of the millennial generation, which in the opinion of the previous generation, the millennial generation is a generation that cannot stand the pressure, is selfish, has a lack of empathy, and cannot stand to work for a long time.

The Covid-19 pandemic has encouraged the development of the health world in the digital world. Online health services (telemedicine) are growing everywhere and offer a type of work that is quite attractive to millennial doctors, were by the millennial spirit, online health services offer doctors a job that is not bound by place and time. On the other hand, working in a hospital may indeed generate more money, but working in a hospital carries the risk that most of your life will be spent in the hospital, often with many patients or emergency calls causing the working hours of doctors to lengthen. For this reason, hospitals need to understand how a doctor, especially a millennial doctor, views, and practices work-life balance so that it can affect the satisfaction of millennial doctors to work in hospitals. The purpose of this research is to perceive the level of work-life balance from the perception of millennial doctors, how it affects overall satisfaction, and work satisfaction.

Work life balance is a balanced life in work and personal life, such as being able to spend time with family members, having free time to relax, having good communication with colleagues, and being able to complete work well (Vyas & Shrivastava, 2017). Meanwhile, according to (Rifadha & Sangarandeniya, 2015) work-life balance is a person's ability to fulfill the duties of his job and the demands of life outside of work that leads to happiness for him.

From all the definitions above, it can be concluded that work life balance is an individual's perception of his work and non-work activities that complement and encourage each other to progress by his current life priorities. divides the dimensions of work life balance into work life conflict which consists of work to life conflict, and life to work conflict and work life enrichment which consists of work to life enrichment and life to work enrichment (Pheng & Chua, 2019).

Define job satisfaction as positive feelings towards a job resulting from evaluating its characteristics, someone with high job satisfaction has positive feelings at work, on the other hand, someone with low job satisfaction has negative feelings towards his job (Judge & Robbins, 2017).

Generation is a social structure consisting of a group of people of the same age and historical experience (Risman, 2018). One generation usually has a span of 20 years, so individuals who are part of the same social generation are individuals who have the same social dimensions and historical dimensions in 20 years. Who wrote the book Millennial

Nusantara refer to the generation born between 1981 and 2000 as the millennial generation (Hidayah, 2021).

Millennial tend to think of work-life balance as an expectation from a normal job (Serafin, Danilewicz, Chyla, & Czarkowska-Pączek, 2020). Millennial want integration between work and life to run smoothly. Generation X doctors and baby boomers have higher levels of job satisfaction while millennial doctors have lower satisfaction due to lack of time for their personal lives and long working hours (Hill, Goicochea, & Merlo, 2018).

In addition to work life balance, millennial generation's employee job satisfaction is also influenced by relationships with supervisors. Millennial need to connect with someone, supervisors can fill this role by providing guidance, feedback on their work, connecting with millennial through social media networks, as well as giving recognition for their good work (Contreras & Vega, 2018).

RESEARCH METHODS

This study used a causal relation of the X and Y method. The study population for this study was all millennial doctors who work at the private hospitals at Bandung as many as 527 doctors. The author takes a sample via the purposive sampling technique so that the number of samples is 84 participants. The data taken from the research sample is primary data. Data were collected through a questionnaire distributed via a Google form. To test the feasibility of the questionnaire that will be used, validity and reliability tests are used, it is found that r count is positive and r count $>$ r table, and the value of r alpha $>$ r table, the questionnaire is valid and reliable. To interpret the variables being studied, categorization of the respondent's response scores is carried out using the arithmetic mean as a reference for determining the classification of the assessment categories. The classification of assessment categories in this study was determined based on the number of measurement scales used, namely five classifications. In addition, the relationship between work life balance and millennial doctor satisfaction was analyzed using a simple linear regression method.

RESULTS AND DISCUSSION

Millennial doctors in the city of Bandung have a work life balance in the adequate category and have been measured in four dimensions, namely the dimensions of work to life conflict, life to a work conflict, life to work enrichment, and work to life enrichment. The highest average score is the dimension of life to work enrichment with a value of 3.96 and is in a good category and the lowest average score is work to life conflict which is 2.60 and is included in the sufficient category.

Millennial doctors in the city of Bandung have job satisfaction in the very good category and have been measured in five dimensions of job satisfaction, namely satisfaction with salary, satisfaction with work, satisfaction with leadership, satisfaction with coworkers, and satisfaction with development. The highest average score is the dimension of satisfaction with coworkers with a value of 4.49 and in the very good category, and the lowest average score is satisfaction with the leader with a value of 4.13 in the good category. Work Life Balance has a significant effect on job satisfaction. Where when the work life balance is low, job satisfaction will decrease, and vice versa when the work life balance is high, job satisfaction will increase (Aziz-Ur-Rehman & Siddiqui, 2019).

Based on the coefficient of determination, Job Satisfaction (Y) is influenced by Work Life Balance (X) by 8.6%, while the remaining 91.4% is influenced by other factors not examined.

No	Dimension	Question		Respondent's answer score					Total Score	Mean	Category
				strongly disagree	Disagree	Neutral	Agree	Strongly Agree			
				5	4	3	2	1			
1	work to life conflict	Have a time imbalance at work	F	1	13	29	34	7	219	2,61	Average
			%	1,19%	15,48%	34,52%	40,48%	8,33%			
2		Frequently called for urgent or emergency tasks	F	5	25	25	26	3	237	2,82	Average
			%	5,95%	29,76%	29,76%	30,95%	3,57%			
3		Workload affects personal life	F	0	10	22	41	11	199	2,37	Not Good
			%	0,00%	11,90%	26,19%	48,81%	13,10%			
<i>work to life conflict</i> total score and mean								655	2,6	Average	
4	Life to work conflict	Family life interferes with work	F	10	40	25	9	0	303	3,61	Good
			%	11,90%	47,62%	29,76%	10,71%	0,00%			
5		The family is not supportive and does not motivate in carrying out work	F	21	42	13	7	1	327	3,89	Good
			%	25,00%	50,00%	15,48%	8,33%	1,19%			
6		Activities in personal life affect work	F	5	25	18	33	3	248	2,95	Average
			%	5,95%	29,76%	21,43%	39,29%	3,57%			

Figure 1. Recapitulation of Descriptive Analysis of Work Life Balance (X) Variables.

No	Dimensi	Question	Respondent's answer score					Total Score	Mean	Category	
			Strongly disagree	Disagree	Neutral	Agree	Strongly Agree				
			5	4	3	2	1				
<i>life to work conflict</i> total score and mean							878	3,48	Good		
7	Life to work enrichment	Hobby supports work	F	2	19	34	22	7	265	3,15	Average
			%	2.38%	22.62%	40.48%	26.19%	8.33%			
8	Life to work enrichment	Relationships with friends support work	F	0	2	15	51	16	333	3,96	Good
			%	0.00%	2.38%	17.86%	60.71%	19.05%			
<i>life to work enrichment</i> Total Score and Mean							598	3,56	Good		
9	work to life enrichment	Have a work team that is able to create a good work atmosphere that is carried over to personal life	F	0	6	22	50	6	308	3,67	Good
			%	0.00%	7.14%	26.19%	59.52%	7.14%			
10	work to life enrichment	Knowledge of health can improve the quality of personal life	F	0	1	9	54	20	345	4,11	Good
			%	0.00%	1.19%	10.71%	64.29%	23.81%			
11	work to life enrichment	Discipline in work can improve the quality of personal life	F	0	1	13	47	23	344	4,10	Good
			%	0.00%	1.19%	15.48%	55.95%	27.38%			
<i>work to life enrichment</i> Total Score and Mean							997	3,96	Good		
Total Score and Mean							3128	3,39	Average		

Figure 2. Recapitulation of Descriptive Analysis of Work Life Balance (X) Variables.

No	Dimention	Question		Skor Jawaban Responden					Total Score	Mean	Category
				Strongly Agree	Agree	Netral	Disagree	Strongly Disagree			
				5	4	3	2	1			
1	Satisfaction with salary	The hospital provides reasonable services according to the work done	F	20	43	18	3	0	332	3,95	Good
			%	23,81%	51,19%	21,43%	3,57%	0,00%			
2		The services received can meet the needs	F	32	40	9	3	0	353	4,2	Very Good
			%	38,10%	47,62%	10,71%	3,57%	0,00%			
3		The services provided are always on time	F	39	35	9	1	0	364	4,33	Very Good
			%	46,43%	41,67%	10,71%	1,19%	0,00%			
Satisfaction with salary, Total Score and mean								1049	4,16	Good	
4	Job satisfaction	The abilities possessed are used optimally in carrying out work	F	42	38	2	2	0	372	4,43	Very good
			%	50,00%	45,24%	2,38%	2,38%	0,00%			
5		The resources and facilities provided are in accordance with the hospital's minimum service standards	F	33	38	8	5	0	351	4,18	Good
			%	39,29%	45,24%	9,52%	5,95%	0,00%			
6		The equipment provided can help in carrying out the work	F	32	46	6	0	0	362	4,31	Very good
			%	38,10%	54,76%	7,14%	0,00%	0,00%			
Job satisfaction, Total Score and Mean								1085	4,31	Very good	
7	Satisfaction with leadership	Get support and guidance from superiors	F	34	40	9	1	0	359	4,27	Very good
			%	40,48%	47,62%	10,71%	1,19%	0,00%			
8		Bosses are open in accepting ideas and suggestions for service improvement	F	31	42	10	1	0	355	4,23	Very good
			%	36,90%	50,00%	11,90%	1,19%	0,00%			

Figure 2. Recapitulation of Descriptive Analysis of Job Satisfaction Variables (Y).

CONCLUSION

The conclusions from research results are out of four dimensions in work life balance, life to work enrichment achieves the highest score, as work to life conflicts is the lowest. Work satisfaction rate in millennial doctors in Bandung categorized as very good, whereas from five dimensions of satisfaction, workplace satisfaction gets the highest score, and employer satisfaction is the lowest. Research results signify the importance of Work life balance in working satisfaction for millennials doctors in a hospital in Bandung. Even though the research showed acceptable results, efforts are still needed to maintain the satisfactory rate for millennial doctors.

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