



## The Influence of Work Stress, Work-Life Balance, and Job Insecurity on Employee Job Satisfaction at Hotel 'AI' Bekasi

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**Abstract:** This study aims to investigate the effect of job stress on work-life balance, job insecurity, and job satisfaction, as well as to examine the intermediary roles of work-life balance and job insecurity in the connection between job stress and job satisfaction among employees of Hotel "AI" Bekasi. A quantitative method was used with Structural Equation Modeling (SEM) using Partial Least Squares (PLS). Samples were selected through purposive sampling from Hotel "AI" Bekasi employees. Results indicate that job stress negatively impacts work-life balance and job satisfaction significantly; while positively affecting job insecurity. Furthermore, work-life balance has a positive impact on job satisfaction, whereas job insecurity negatively influences it. The findings also show that work-life balance and job insecurity significantly mediate the association between job stress and job satisfaction. This study emphasizes the importance of managing job stress and effective management strategies to enhance work-life balance, reduce job insecurity, and increase job satisfaction, thereby positively impacting service quality and hotel competitiveness.

**Keyword:** Job Stress, Work-Life Balance, Job Insecurity, Job Satisfaction, Sustainable Development Goals (Sdgs), Hotel Industry.

### INTRODUCTION

The hospitality industry is one of the key sectors in the global economic system, including in Indonesia, contributing significantly to economic development and employment generation (Kemenparekraf RI, 2021). However, the increasingly competitive business landscape demands more effective human resource management to enhance productivity and sustain employee job satisfaction (Choirun Nisa, 2017; Sumarsono, 2019). Critical aspects such as work stress, work-life balance, and job insecurity have emerged as major challenges in creating a supportive and productive work environment within this industry (Bajaj, 2023; Borralha et al., 2016).

Work stress refers to a psychological condition arising from high job demands, performance pressure, and intensive customer interaction, all of which negatively impact employee job satisfaction (Hadi & Subiyanto, 2023; Salama et al., 2022). Additionally, maintaining a work-life balance has become increasingly important, as imbalances between

work responsibilities and personal life may lead to burnout and decreased motivation (Aviola et al., 2022; Buba et al., 2024). Job insecurity, or the perceived instability of one's role, also significantly influences job satisfaction. Employees who feel uncertain or anxious about their job security are more likely to experience stress, which can ultimately reduce productivity and organizational loyalty (Duarte et al., 2023; Lestari et al., 2023).

In alignment with the pursuit of the Sustainable Development Goals (SDGs), particularly Goal 8, which promotes decent work and economic growth, it is crucial for the hospitality industry to foster a healthy work ecosystem that enhances employee well-being while improving service quality and operational efficiency (United Nations, 2020). Previous studies have shown that improved job satisfaction contributes to lower turnover rates and better service delivery in the hospitality sector (Akova et al., 2015).

Accordingly, this study aims to examine the influence of work stress, work-life balance, and job insecurity on employee job satisfaction at Hotel "AI" Bekasi, and to explore its implications for the sustainability of the hospitality industry in supporting the achievement of the SDGs. Specifically, this research seeks to identify the effects of work stress on work-life balance, job insecurity, and job satisfaction, and to assess the mediating roles of work-life balance and job insecurity in the relationship between work stress and job satisfaction. The findings are expected to provide valuable insights for hotel management in formulating impactful HR policies and contribute to the academic literature on human resource practices in the hospitality industry.

Job satisfaction is a critical component of human resource management, reflecting the level of contentment and well-being employees experience in their roles (Luthans et al., 2021). Factors influencing job satisfaction include work environment, workload, work-life balance, and job stress (Hadi & Subiyanto, 2023; Jessica et al., 2023). Within the hospitality industry, job satisfaction is essential for retaining employees and ensuring high-quality service for customers (Borralha et al., 2016).

Work stress can be defined as an individual's response to excessive job demands (Colquitt et al., 2015). In the hospitality industry, work stress often arises from long working hours, constant guest interactions, and high managerial expectations (Bajaj, 2023; Salama et al., 2022). Previous studies have shown that work stress significantly contributes to lower job satisfaction and a higher intention to resign (Mensah et al., 2023).

Work-life balance refers to the harmony between professional responsibilities and an individual's personal life. An imbalance in work-life domains often leads to heightened work stress, which subsequently reduces job satisfaction (Azahwa & Paryontri, 2023). Research indicates that organizations implementing flexible working policies and promoting work-life balance tend to report higher levels of employee job satisfaction (Amrita Hari, A. et al., 2022).

Job insecurity refers to the perceived threat to the continuity and stability of one's employment (Duarte et al., 2023). In the hospitality sector, job insecurity has been on the rise due to intense business competition and the economic aftermath of the COVID-19 pandemic (Lestari et al., 2023). High levels of job insecurity are associated with decreased work motivation and increased employee stress, which ultimately impact job satisfaction (Roy, 2023).

The hospitality industry plays a critical role in supporting the Sustainable Development Goals (SDGs), particularly Goal 8, which focuses on promoting decent work and economic growth (Kemenparekraf RI, 2021). By enhancing employee well-being through policies that support work-life balance and job security, the industry can foster a more sustainable and economically inclusive work environment (Tanty, 2022).

## **METHOD**

This study applied a quantitative research approach using both descriptive and causal methods to factually illustrate employee conditions and examine cause-and-effect relationships

among the research variables. The population consisted of all employees of a hotel in Jakarta, totaling 125 individuals. A census sampling technique (total sampling) was employed, meaning the entire population was used as the sample for this research.

Primary data was collected through the distribution of questionnaires to all respondents, while secondary data was obtained from relevant reports and publications issued by the Central Statistics Agency (BPS) and the Jakarta City Tourism Office. The questionnaire used a five-point Likert scale to assess respondents' perceptions regarding work stress, work-life balance, job insecurity, and job satisfaction.

The research instruments were developed based on validated indicators from previous studies and designed to measure the constructs of work stress, work-life balance, job insecurity, and job satisfaction among employees at Hotel "AI" Bekasi. Each variable was operationalized by considering the core dimensions relevant to the working environment of the hospitality industry.

The study utilized an ordinal Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Data analysis was performed using Partial Least Squares - Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS 3 software (Ringle et al., 2015). SmartPLS was chosen due to its advantages in handling complex models with latent variables and its suitability for research involving relatively small sample sizes (Sarstedt et al., 2017).

## RESULTS AND DISCUSSION

### Research Findings

#### Measurement Model Evaluation (Outer Model).

The evaluation of the outer model includes three main criteria: construct reliability, convergent validity, and discriminant validity. Construct reliability is assessed through Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE). All variables in this study showed Cronbach's Alpha values greater than 0.7, Composite Reliability values above 0.7, and AVE values exceeding 0.5, indicating that the constructs meet the standard thresholds for reliability and validity (see Table 3).

**Table 3: Construct Validity and Reliability**

Variable	Cronbach's Alpha	Composite Reliability	AVE
Stress Kerja	0,78	0,86	0,60
Work-Life Balance	0,85	0,91	0,77
Job Insecurity	0,77	0,87	0,68
Kepuasan Kerja	0,79	0,87	0,63

#### Structural Model Evaluation (Inner Model).

The inner model evaluation was conducted using R<sup>2</sup> (coefficient of determination), F<sup>2</sup> (effect size), Q<sup>2</sup> (predictive relevance), and path analysis via bootstrapping. The research model demonstrated moderate R-squared values for the endogenous variables: Work-Life Balance (0.32), Job Insecurity (0.34), and Job Satisfaction (0.38). These results indicate that the exogenous variables in the model adequately explain the variance in the endogenous variables (see Table 4).

**Table 4: Structural Model Evaluation (Inner Model)**

Variabel Endogen	R <sup>2</sup>	F <sup>2</sup> (Effect Size)	Q <sup>2</sup> (Predictive Relevance)
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Work-Life Balance	0,32	0,48	0,24
Job Insecurity	0,34	0,53	0,22
Kepuasan Kerja	0,38	0,05 – 0,08	0,23

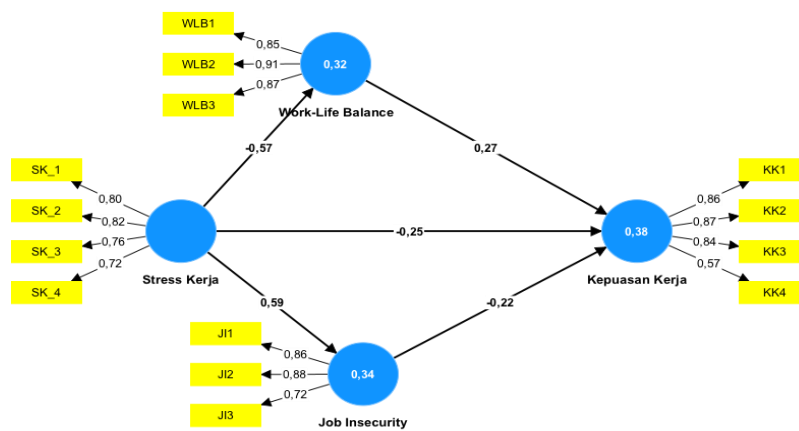
The multicollinearity analysis using the Variance Inflation Factor (VIF) values indicated no significant multicollinearity issues in the model, as all VIF values were below 5.

**Hypothesis Testing and Interpretation.**

The hypothesis testing was conducted using the bootstrapping method, which produced several significant findings. The results show that work stress has a significant negative effect on work-life balance ( $\beta = -0.57, p = 0.00$ ) and job satisfaction ( $\beta = -0.25, p = 0.03$ ), while it has a significant positive effect on job insecurity ( $\beta = 0.59, p = 0.00$ ).

Furthermore, work-life balance positively influences job satisfaction ( $\beta = 0.27, p = 0.04$ ), indicating that a better balance between professional and personal life contributes to higher satisfaction levels. On the other hand, job insecurity has a significant negative impact on job satisfaction ( $\beta = -0.22, p = 0.03$ ), suggesting that perceived instability in employment reduces overall employee contentment.

Additionally, the study found significant indirect effects of work stress on job satisfaction, mediated by both work-life balance ( $\beta = -0.15, p = 0.05$ ) and job insecurity ( $\beta = -0.13, p = 0.04$ ). These findings highlight the critical mediating roles of work-life balance and job insecurity in the relationship between work stress and job satisfaction. Full details of the structural relationships are presented in Figure 3 and Table 5.



**Figure 3. PLS Model Output**

**Table 5: Summary of Hypothesis Testing Results**

Hypothesis	Variable Relationship	Path Coefficient	T-Statistic	P-Value	Conclusion
H1	Stress Work → Work-Life Balance	-0,57	7,31	0,00	Accepted
H2	Stress Work → Job Satisfaction	-0,25	2,20	0,03	Accepted
H3	Stress Work → Job Insecurity	0,59	8,54	0,00	Accepted
H4	Work-Life Balance → Job Satisfaction	0,27	2,02	0,04	Accepted
H5	Job Insecurity → Job Satisfaction	-0,22	2,19	0,03	Accepted

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H6	Stress Work → Work-Life Balance → Job Satisfaction	-0,15	1,92	0,05	Accepted
H7	Stress Work → Job Insecurity → Job Satisfaction	-0,13	2,01	0,04	Accepted

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These findings emphasize the need for Hotel "AI" Bekasi management to mitigate work-related stress and job insecurity while enhancing work-life stability to optimize employee job satisfaction. This study demonstrates that work stress significantly reduces work-life balance, which may lower employee productivity and service quality in the hospitality sector (Jessica et al., 2023; Jaysan, 2024). Work stress also hurts job satisfaction, aligning with findings by Lestari et al. (2023), who reported that high levels of stress reduce employee satisfaction. Conversely, work stress increases job insecurity, consistent with the findings of Yoo (2022), which indicated that elevated pressure intensifies perceptions of job instability.

Furthermore, an optimal work-life balance was shown to enhance job satisfaction, supporting the results of Buba et al. (2024). Job insecurity, on the other hand, has a significantly negative effect on job satisfaction, as also reported by Duarte et al. (2023). In addition, work stress indirectly affects job satisfaction through both work-life balance and job insecurity as mediating variables. These findings underscore the importance of stress management, work-life balance policies, and job stability for Hotel "AI" Bekasi in promoting employee well-being and strengthening competitiveness in the hospitality industry. These efforts also contribute to the achievement of Sustainable Development Goal 8 (SDG 8), which focuses on promoting sustained economic growth and decent work for all.

## CONCLUSION

This study concludes that work stress has a significant negative impact on both work-life balance and job satisfaction, and a positive effect on job insecurity among employees at Hotel "AI" Bekasi. Work-life balance plays a positive role in enhancing job satisfaction, while job insecurity negatively affects it.

Additionally, work stress indirectly influences job satisfaction through the mediating roles of work-life balance and job insecurity. These findings have important implications for hotel management in developing effective strategies for managing work-related stress, strengthening policies that support work-life balance, and fostering a safer and more stable work environment. Such efforts align with the objectives of Sustainable Development Goal 8 (SDG 8), which promotes sustainable economic growth through improved employee productivity and well-being.

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