

## The Effect of Work-Life Balance on Employee Performance

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### ABSTRACT:

There are still many companies that do not pay attention to the importance of work-life to improve employee performance, which has an impact on many jobs that are not completed on time, irresponsible employees and accumulated work. Involving employees in various company activities is able to foster a sense of responsibility. This study aims to find out whether there is an effect of work-life balance on employee performance. This study uses a quantitative approach. The sample of this study uses a nonprobability sampling technique with purposive sampling, the sample of this study is 77 people. Data collection uses a questionnaire which is then processed by the analysis method of validity and reliability test, correlation coefficient, determination coefficient and t-count test (partial test). The results of this study show that work-life balance has a positive effect on employee performance, work-life balance and employee performance have a positive relationship but the degree of relationship is low, which is only 5.6%.

**Keywords: Work-Life Balance, Employee Performance, Quantitative research, SPSS**

### I. INTRODUCTION

Management is very important for every company because the sustainability of the company or the good or bad of the company is determined by its management, if the management is good, the company will run well and vice versa, if the management is not good, the company will not run optimally. Apriliani (2023) explained that management is the process of planning, organizing, implementing, and supervising organizational activities to achieve goals. One of the most important things in managing a company is Human Resource Management (HRM).

Nowadays, companies or organizations are beginning to realize the importance of the quality of human resources working in the company. Mukhlis Catio (2020) defines human resources as the ability of working people who can run the company properly and correctly so that the company can achieve its goals. Masdari (2023) stated that human resources are productive individuals who lead an organization, be it in an organization or a company, people who are considered as assets, so they need to be trained and improve their abilities. To achieve the goals of an organization or company, human resources are the most important component that an organization must have because human resources have a higher priority than other assets such as capital or technology, because humans can control these various elements. One of the components that affects the success of a company is performance. According to Pramono (2019), employee performance is the result or performance of a worker's work which

is assessed in terms of quality and quantity in accordance with the work standards set by the organization. Ariyanti (2019) defines performance as an outcome that can be achieved by an individual or group of individuals in an organization.

Workers who procrastinate so that they do not finish on time result in employees having to finish first and go home late at night. Some employees who are not responsible for their work, when the work has not been completed but the employee goes home first for certain reasons, resulting in the work being delayed and piling up for the next day. Work is increasingly stressful and a burden for other employees. Another factor that makes employee performance not optimal is that employees often violate the rules that have been set by the company, for example, employees arrive late or do not arrive on time, employees leave early and employees do not come to work without explanation.

Work-life Balance is one of the many variables that affect employee performance. Work-life Balance or the ability of employees to balance between the demands of working time and time for their personal and family lives. The phenomenon that occurred at PT. ISS Indonesia, namely employees often come home at night because of work demands so that time for personal life and time to be with family at home is greatly reduced and as a result employees lack enthusiasm and are not optimal at work, often while working while making video calls with children or family so that such things can interfere with their work. According to Laila and Rahmat (2021), if an employee's job responsibilities are too heavy or if an employee spends more time in the office that should be spent taking care of their family, employees who are already married will face difficulties in taking care of their family.

Work-life balance has a positive effect on work morale as evidenced by research from Hasugian et al. (2023), Oktaviani (2022) and Putri & Frianto (2021) who simultaneously stated that work-life balance has a positive and significant impact on work morale. The higher the balance between work and personal life, the higher the morale will be as well, and the lower the balance between work and personal life, the lower the morale will be, so that employees can improve their morale by improving the balance between work and personal life. In contrast to the results of research conducted by Wiyarta (2023) stated that Work-life balance has no effect on work morale and performance.

## **II. LITERATURE REVIEW**

### **A. Work-life Balance**

According to Putri & Frianto (2021) Work-life balance is the balance of a person's life in managing a balanced time between work, life with family or personal interests. Jihan Ayu Pratiwi (2019) stated that every employee needs a balance between personal life and life at work, to ensure that employees not only spend their time at work, but also to enjoy their personal life, it is important to maintain a balance between work and personal life. Work-life Balance indicators According to Artameviah (2022), namely time balance, balance of involvement, and balance of satisfaction.

### **B. Employee Performance**

Ragil Anandita et al. (2021) define that performance is the result of work, both in terms of quality and quantity that employees have achieved. According to Fitriano et al. (2020), performance is something that shows the results of a person's actual work or achievements. According to Fahraini & Syarif (2022), performance, which is the degree of success in completing tasks and the ability to achieve goals that have been set, is the result of the work of an individual, group, or organization as a whole, both quantitative and qualitative, for a certain period of time in carrying out tasks and complying with the responsibilities given to

them. According to Pramono (2019), employee performance indicators can be seen from targets, quality, completion time and adherence to principles.

**III. METHODS**

This research is a quantitative research. Quantitative research is a research method based on the philosophy of positivism, used to study a specific population or sample, collect data using research tools, and analyze data quantitatively or statistically with the aim of testing predetermined hypotheses (Sugiyono, 2019).

The population was 337 people and the number of samples was determined using the Slovin formula as follows:

$$n = \frac{N}{1+(N \times e^2)} \dots\dots\dots (1)$$

with the description

n : Sample size

N : Population,

e : Percentage of unfettered relaxation due to sampling errors that are still desired.

The samples taken as a study using the slovin formula with a confidence level of 90%, and an error rate of 10% were:

$$n = \frac{N}{1+(N \times e^2)} = \frac{337}{1+(337 \times 0,1^2)} = \frac{337}{4,37} = 77,12 \text{ rounded to } 77.$$

The sampling method uses purposive sampling, namely married or family employees and the data collection technique in this study uses a questionnaire distributed to 77 people as respondents. The data analysis technique in this study is by analyzing the validity and reliability test, correlation coefficient, determination coefficient and t-count test (partial test) using the SPSS 26.0 tool.

**IV. RESULTS**

Based on the Work-life Balance (X) validity test above, the item score value with the total score was obtained. This value is then compared to the r value of the table. The r table is searched for a significant of 5% and n = 77, then the r value of the table is 0.221. Based on the results of the analysis, the correlation value for all r scores calculated > r tables. So it can be concluded that all of the items are significantly correlated with the total score (declared valid).

Table 1. Work-life Balance Validity Test Results (X)

NO	Instruments	r Calculate	r Table	Information
1	Item 1	0.760	0.221	Valid
2	Item 2	0.742	0.221	Valid
3	Item 3	0.804	0.221	Valid
4	Item 4	0.658	0.221	Valid
5	Item 5	0.756	0.221	Valid
6	Item 6	0.761	0.221	Valid

Data processed by SPSS version 26.0

Table 2. Results of Employee Performance Validity Test (Y)

NO	Instruments	r Calculate	r Table	Information
1	Item 1	0.625	0.221	Valid
2	Item 2	0.637	0.221	Valid

3	Item 3	0.562	0.221	Valid
4	Item 4	0.558	0.221	Valid
5	Item 5	0.781	0.221	Valid
6	Item 6	0.706	0.221	Valid
7	Item 7	0.604	0.221	Valid
8	Item 8	0.456	0.221	Valid

Data processed by SPSS version 26.0

Based on the validity test of employee performance (Y) above, the score value of the item with the total score was obtained. This value is then compared to the r value of the table. The r table is searched for a significant of 5% and n = 77, then the r value of the table is 0.221. Based on the results of the analysis, the correlation value for all r scores calculated > r tables. So it can be concluded that all of the items are significantly correlated with the total score (declared valid).

Table 3. Work-life Balance Reliability Test Results (X)

**Reliability Statistics**

Cronbach's Alpha	N of Items
.840	6

Data processed by SPSS version 26.0

Based on the results of the reliability test above, it can be seen that the Cronbach's Alpha value of the work-life balance (X) variable is 0.840 greater than 0.60, it is concluded that the variable is reliable which means that the Work-life Balance (X) question items are reliable as a data collection tool and can be tested further.

Table 4. Employee Performance Reliability Test Results (Y)

**Reliability Statistics**

Cronbach's Alpha	N of Items
.771	6

Data processed by SPSS version 26.0

Based on the results of the reliability test above, it can be seen that the Cronbach's Alpha value of the Employee Performance (Y) variable is 0.771 greater than 0.60, it is concluded that the variable is reliable which means that the Employee Performance (Y) question items are reliable as a data collection tool and can be tested further.

Table 5. Results of the Work-life Balance (X) Correlation Test to Employee Performance (Y)

**Correlations**

		Work-life Balance	Employee Performance
Work-life Balance	Pearson Correlation	1	.261*
	Sig. (2-tailed)		.022
	N	77	77
Employee Performance	Pearson Correlation	.261*	1
	Sig. (2-tailed)	.022	
	N	77	77

\*. Correlation is significant at the 0.05 level (2-tailed).

Data processed by SPSS version 26.0

Based on the results of the correlation test with the calculation using SPSS 26.0 between the work-life balance (X) variable and employee performance (Y), a sig(2-tailed) value of 0.022

was obtained less than 0.05, indicating that there was a positive relationship between work-life balance (X) and employee performance. The correlation coefficient value is 0.261 with a positive direction, which means that the level of relationship between the work-life balance variable (X) and employee performance (Y) is weak. So it can be concluded that there is a positive relationship between work-life balance (X) and employee performance but the degree of relationship is weak.

Table 6. Results of the Work-life Balance Determination Coefficient (X) Test on Employee Performance (Y)

**Model Summary**

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.261a	.068	.056	4.091

a. Predictors: (Constant), Work-life Balance

Data processed by SPSS version 26.0

Based on the table above, it shows that the R square value is 0.261 or 26.1% and the adjusted value is 0.056 or 5.6%. This explains that there is an influence of work-life balance (X) on employee performance (Y) of 5.6%. While the remaining 94.4% were influenced by other factors outside the work-life balance variable (X).

Table 7. Results of the t-Calculation Test (Partial Test) Work-life Balance (X) on Employee Performance (Y)

**Coefficients<sup>a</sup>**

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26.046	2.718		9.581	.000
	Work-life Balance	.272	.116	.261	2.344	.022

a. Dependent Variable: Employee Performance

Data processed by SPSS version 26.0

Based on the SPSS 26.0 calculation, the work-life balance significance value (X)  $0.000 < 0.05$  and the result of t calculation is 2.344, where t table with a significance level of 5% (0.05) and a confidence level of 95% =  $t(\alpha/2 ; n-k-1) = t(0.05/2 ; 77-2-1) = t(0.025 ; 74) = 1.993$ , so it can be concluded that  $t \text{ calculated} > t \text{ table} = 2.344 > 1.993$ . Based on the results obtained,  $H_0$  was rejected and  $H_a$  was accepted, meaning that the work-life balance (X) had a positive effect on employee performance (Y).

**V. DISCUSSION**

Based on the results of the research and discussion on the influence of work-life balance on employee performance using the analysis method of validity and reliability test, correlation coefficient, determination coefficient and t-count test (partial test), it can be concluded that work-life balance has a positive effect on employee performance, work-life balance and employee performance have a positive relationship but the degree of relationship is rendah which is only 5.6% while the remaining 94.4% have an influence by other factors outside the work-life balance variable.

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