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by Muhammad Ichsan Hadjri

Submission date: 14-Aug-2023 04:31PM (UTC+0700)

Submission ID: 2145654925

File name: 2.pdf (316.68K)

Word count: 3486

Character count: 19092

The Influence of Work-Life Balance on Employee Performance (Empirical Study at Telkomsel Regional Sumbagsel Office)

M. Brian Valery¹, Parama Santat², M. Ichsan Hadjri³

¹Faculty of Economics, Universitas Sriwijaya, brianvalery.bv@gmail.com

²Faculty of Economics, Universitas Sriwijaya, santati@unsri.ac.id

³Faculty of Economics, Universitas Sriwijaya, ichsanhadjri@fe.unsri.ac.id

Keyword :

*Work-Life Balance,
Employee Performance,
Hybrid Working*

Abstract

This study aims to examine the influence of work-life balance on employee performance, an empirical study of the hybrid working system for Telkomsel Regional Sumbagsel office employees. The data that used on this study are primary data, with 64 employees as a sample, using a simple random sampling technique. The analytical method used is quantitative analysis with a simple regression analysis. The result of this study is work-life balance has a positive and significant influence on employee performance. It is recommended for the company to provide support from both superiors and colleagues to employees in order to achieve a balance of work and personal life while doing hybrid working.

INTRODUCTION

Human Resources (HR) refers to employees who have the individual capacity to perform tasks in accordance with their respective fields. When performing their duties, employees are influenced by various factors that can disrupt or affect their performance. These factors can include problems faced within or outside the organization, which can have a direct impact on employee performance (Akbar, 2018).

Decreased employee performance can result in decreased productivity and product excellence, which can make the company incompetent with uniform industries in the surrounding area (Lukmiati et al., 2020). On the other hand, if employee performance increases, it can boost employee morale and prevent them from being overwhelmed with workloads that take away their time outside of office hours (Ardiansyah & Surjanti, 2020).

Decreased employee performance can be caused by a work-life imbalance. Efforts to maintain and improve employee performance include the work-life balance (WLB) system because employees often lack focus and concentration on their work (Lukmiati et al., 2020).

Work-life balance can be determined by work and family demands, difficulties in managing time between work and household responsibilities, job pressure that makes it difficult for employees to meet their family needs, and work schedules that often disrupt plans to spend time with family (Sidik, 2019). Work-life balance generally has an important function for all employees, with the aim of maintaining a balanced quality of life between work and personal life (Anugrah & Priyambodo, 2021).

In the current New Normal era, the hybrid working system has become the preferred option because it allows employees to work from anywhere rather than just in the office. Hybrid working is a combination of working from home and in the office/from another location (Dobbins & Francis-Devine, 2021).

The work-life balance phenomenon in Telkomsel Regional Sumbagsel office can affect employee performance, whether positively or negatively. Employees have difficulty balancing their work-life patterns with their personal time due to work demands that must be completed on time (deadlines).

Although the implementation of hybrid working aims to maintain employee performance flexibility, the home environment may not be suitable for work, as research by Wijaya and Aditya (2020) found that 36% of respondents felt that the home environment had many disturbances that were a major obstacle to working from home. Other disruptions that occur at home, such as inadequate internet connections and equipment, as well as ineffective work results, can be one of the causes of work-life imbalance for employees.

The hybrid working system also makes the working hours of Telkomsel Regional Sumbagsel employees more flexible, but still requires them to work regularly, such as working from home, where that time can be used to spend time with their children and family, and the time to rest at night can be used for overtime work. In addition, demands for family composition, size, and magnitude can affect work-life balance, and this can be helped by providing flexible work

arrangements.

Based on the research conducted by Bataineh (2019), Mendis & Weerakkody (2017), Jaya et al. (2021), and Suhartini (2021), it was found that WLB has a significantly positive effect on employee performance. This is because they are able to balance their personal and work activities, so that employees can manifest motivation and productivity in their work, be responsible for tasks, and reduce their workload. Ultimately, this is also what the company aims for as it can improve employee performance.

In contrast, the research results by Keino and Kithae (2016) show that WLB has a negative effect on employee performance, which is in line with the research by Sidik (2019) that WLB has a negative role in employee performance. In relation to this, employees have expressed complaints about the existence of work-life balance, where if individuals spend time with their families, it can lead to conflicts such as being chased by deadlines and having to rush to complete their work on time, which may not necessarily be of high quality. This increases work pressure and vice versa. Therefore, research on WLB and employee performance creates a research gap.

In light of this phenomenon, the researcher wants to follow up on how employees can balance their lives with their work and see if this phenomenon affects employee performance or not. Therefore, the researcher is interested in taking this topic as a study to test the effect of work-life balance on employee performance (an empirical study at the Telkomsel Regional Sumbagsel office).

RESEARCH METHOD

This research was conducted at the Telkomsel Regional Sumbagsel Office, using a quantitative approach to demonstrate the influence of independent variables on dependent variables. Thus, the study tested the relationship between the independent variable of work-life balance (X) and the dependent variable of employee performance (Y). The data source used in this research was primary data.

The researchers distributed questionnaires to employees who underwent hybrid working (Sales, Network, and Support Function Divisions) at the

Telkomsel Regional Sumbagsel Office using simple random sampling techniques, where all employees had the opportunity to become samples. Employees from the three divisions were randomly selected to become samples in this study, out of a population of 173 employees, with a sample of 64 employees using the Slovin formula.

The data analysis technique used in this study was simple linear regression analysis, supported by SPSS Statistics version 26 software. Prior to this, validity and reliability tests were conducted to determine whether the statement items of each variable were valid and reliable.

RESULTS AND DISCUSSION

Validity Test

The results obtained by the researcher after distributing questionnaires through Google Form are as follows:

Table 1. Validity test result

Variable	Question Item	r-count	r-table	Information
Work-life Balance (X)	X1	0,441	0,207	Valid
	X2	0,320	0,207	Valid
	X3	0,284	0,207	Valid
	X4	0,410	0,207	Valid
	X5	0,586	0,207	Valid
	X6	0,284	0,207	Valid
	X7	0,354	0,207	Valid
	X8	0,315	0,207	Valid
	X9	0,381	0,207	Valid
	X10	0,467	0,207	Valid
	X11	0,352	0,207	Valid
	X12	0,300	0,207	Valid
	X13	0,327	0,207	Valid
	X14	0,276	0,207	Valid
	X15	0,651	0,207	Valid
	X16	0,306	0,207	Valid
Employee Performance (Y)	Y1	0,616	0,207	Valid
	Y2	0,471	0,207	Valid
	Y3	0,434	0,207	Valid
	Y4	0,279	0,207	Valid
	Y5	0,329	0,207	Valid
	Y6	0,425	0,207	Valid
	Y7	0,253	0,207	Valid
	Y8	0,407	0,207	Valid
	Y9	0,405	0,207	Valid
	Y10	0,489	0,207	Valid
	Y11	0,553	0,207	Valid
	Y12	0,523	0,207	Valid
	Y13	0,269	0,207	Valid
	Y14	0,333	0,207	Valid

Variable	Question Item	r-count	r-table	Information
	Y15	0,407	0,207	Valid

Source: Processed Primary Data (2023)

Based on the calculation results in Table 1, it is known that all statement items have an r-value greater than r-Table (0,207). Therefore, all statement items are valid.

Reliability Test

Table 2. Reliability test result

Variable	Cronbach's Alpha	Information
Work-life Balance (X)	0,602	Reliable
Employee Performance (Y)	0,644	Reliable

Source: Processed Primary Data (2023)

Based on the results of the reliability test calculation in Table 2 above, it is known that the value of Cronbach's Alpha is good for both work-life balance (X) and employee performance (Y) variables, indicating that they are above 0,60 (Cronbach's Alpha > 0,60). This result means that the research instrument used is reliable and meets the requirements to be used as a measuring tool in the study.

Simple Linear Regression Analysis

Table 3. Simple linear regression equation analysis

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	31,543	4,826			6,536	0,000
	Work-life Balance	0,391	0,104	0,430		3,751	0,000

a. Dependent Variable: Employee Performance

Source: Processed Primary Data (2023)

Based on the regression analysis results in Table 3, it can be seen that the value of Constant (a) is 31,543, while the regression coefficient value of Work-life Balance (b) is 0,391, which can be formulated by the equation:

Y= Employee Performance;

X= Work-life Balance;

E= Error.

$$Y = 31,543 + 0,391X + e$$

Based on the equation above, it can be illustrated as follows:

1. Constant (a) = 31,543 indicates the constant value, where if the work-life balance variable (X) = 0, then the employee performance is 31,543.

2. Coefficient of X (b) = 0,391. The positive coefficient indicates that this indicates for every addition of one unit of work-life balance, the employee's performance value increases by 0.391.

Correlation Coefficient (r) and Coefficient of Determination (R²)

The calculation results of the correlation coefficient and determination coefficient between work-life-balance and employee performance at Telkomsel Regional Sumbagsel Office during hybrid working are shown in Table 4 as follows:

Table 4. Correlation coefficient (r) and coefficient of determination calculation results (R²) model summary

Model	R	R Square	Adjusted R Square	R Std. Error of the Estimate
1	0,430 ^a	0,185	0,172	4,59253
a. Predictors (Constant), Work-life Balance				
b. Dependent Variable: Employee Performance				

Source: Processed Primary Data (2023)

The results in Table 4 indicate that the value of r at 0,430 can be interpreted as indicating a moderate relationship between work-life balance and employee performance at Telkomsel Regional Sumbagsel Office during hybrid working, as the level of association falls within the coefficient interval of 0.40-0.599.

Meanwhile, the R² value as the coefficient of determination is known to be 0,185. It means that the work-life balance variable (X) is able to explain employee performance by 18,5%, while the remaining 81,5% is explained by other variables, such as stress level, motivation, and job satisfaction (Akbar, 2018). According to Ghozali (2018), a small R² value indicates that the independent variables' ability to explain the dependent variable is very limited, whereas an R² value approaching one indicates that the independent variables provide almost all the information needed to predict the variation of the dependent variable.

t Test

Table 5. t test result

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	31,543	4,826		6,536	0,000
	Work-life Balance	0,391	0,104	0,430	3,751	0,000
a. Dependent Variable: Employee Performance						

Source: Processed Primary Data (2023)

Table 5 shows a level of significance of $\alpha = 0,000$, indicating that the work-life balance variable (X) has a significant positive effect on employee performance (Y) who are implementing hybrid working. Thus, the proposed hypothesis that work-life balance has a significant positive effect on employee performance at Telkomsel Regional Sumbagsel Office is accepted.

Based on the results of the hypothesis test calculation, it was found that work-life balance significantly and positively affects the performance of employees who perform hybrid working at the Telkomsel Regional Sumbagsel Office. The research supports the spill-over theory proposed by Piotrkowski (1979), which explains the relationship between work-life balance and employee performance. This theory explains the feelings, behaviors, abilities, and tasks of an employee at work with their personal life (Bello and Tanko, 2020). The spill-over theory is divided into two types: positive and negative. In a positive role, for example, good experiences at work can benefit outside the workplace. In a negative role, for example, boredom and depression in one area can affect other areas (Bello and Tanko, 2020). In this study, positive work-life balance directly improved employee performance during hybrid working.

These findings are consistent with previous studies, including those conducted by Lukmiati et al. (2020), Bataineh (2019), and Jaya et al. (2021), which found that work-life balance has a significant positive influence on employee performance. In contrast, the study by Sidik (2019) and Kembuan et al. (2021) found that work-life balance has a negative impact on employee performance.

Based on the overall results of the frequency distribution analysis of respondents' answers, both for the work-life balance (X) and employee performance (Y) variables, it can be concluded that the performance of Telkomsel Regional Sumbagsel Office employees who perform hybrid working will increase if employees can achieve a balance between work and personal life. Respondents responses indicate that a good work-personal balance has a positive impact on the performance of Telkomsel Regional Sumbagsel Office employees who perform hybrid working.

Today more and more employees want jobs that can provide flexibility in work schedules so that they can better manage work life conflicts (Robbins & Judge, 2019). For example, a study conducted by Alexander et al. (2021) found that 52% of employees want to work more flexibly and 11% prefer remote working. This means that employees can be in the office and sometimes work remotely, allowing them to maximize their talents wherever they are, reduce costs, and strengthen the company's performance.

CONCLUSIONS AND SUGGESTIONS

Based on the results of the research outlined in the previous chapter, the conclusion that can be drawn is that work-life balance has a significantly positive effect on the performance of Telkomsel Regional Sumbagsel Office employees who engage in hybrid working.

The implications of this study are that the research model can be used as a variable that influences or as a consideration for decision-making on employee performance variables, especially at the Telkomsel Regional Sumbagsel Office. Company leaders must realize that improving work-life balance will encourage the quality of life and employee performance. This shows that although hybrid working is implemented at the Telkomsel Regional Sumbagsel Office, it does not damage the work-life balance of employees in the Sales, Network, and Support Function Divisions. Therefore, managers must be able to create positive employees through interaction, trust, support, and motivation. So, if the company wants to benefit from work-life balance, managers must invest time and energy in building a supportive culture, not only from leaders but also from colleagues.

As with any research, this study also has several limitations. Firstly, the sample was obtained through random sampling, so it cannot determine the level of work-life balance for all employees in the office. Therefore, the researchers suggest that future research should be conducted over a longer period of time, allowing for more questionnaires to be distributed and increasing the sample size. Secondly, the work-life balance variable can only explain 18,5% of employee performance, so other variables can be explained by motivation, job satisfaction, workload, and others. Despite the limitations, the researchers believe that this

study contributes to answering the question of why work-life balance affects employee performance, especially in hybrid working.

After conducting research and analysis of the collected data, the researcher has several recommendations. For the company, work-life balance achieved by employees has an impact on improving employee performance in carrying out their work during hybrid working. The company can provide supporting facilities and support for employees to achieve work-life balance while working in the office or at home. The company can provide support from superiors and colleagues to employees to support the office work done by employees so that employees can complete their work effectively and on time, thus achieving work-life balance. For future researchers. It may be possible to analyze other variables such as workload, job satisfaction, job stress, and others that may have an impact on improving employee performance in empirical studies of hybrid working.

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