THE EFFECT OF WORK-LIFE BALANCE AND WORKLOAD ON EMPLOYEE PERFORMANCE

Elita Rafini, Rima Rahmayanti

Master of Management Department, Postgraduate School, Widyatama University

Correspondence: elita.rafini@widyatama.ac.id

Abstract

Work quality is very important in evaluating employee performance. Work quality includes speed in providing services, level of thoroughness in providing care, and other aspects that show employee competence and dedication to their duties.

This research will explore the extent to which the quality of work is reflected in the services provided at the Pratama Medika Stania Clinic in Belinyu City, Bangka Regency, Bangka Belitung Province.

Based on the results of the pre-questionnaire, researchers found that several employees needed help to divide their time between work and personal life. This can be caused by the many responsibilities that employees must bear at work and home. This is a problem at the Pratama Medika Stania Clinic because the factors that can influence employee performance are work-life balance and workload.

This research is quantitative, with the unit of analysis being the Pratama Medika Stania Clinic Employees. Data collection was carried out by distributing questionnaires to 25 employees.

The results of hypothesis testing state that work-life balance has a partial effect on employee performance, and workload has a partial effect on employee performance. In addition, work-life balance and workload simultaneously positively and significantly affect employee performance. So, the results of hypothesis testing have a positive influence both partially and simultaneously.

Keywords: Work-life balance, workload, employee performance

Abstrak

Kualitas kerja sangat penting dalam mengevaluasi kinerja karyawan. Kualitas kerja mencakup kecepatan dalam memberikan pelayanan, tingkat ketelitian dalam memberikan perawatan, dan aspek lain yang menunjukkan kompetensi dan dedikasi karyawan terhadap tugas.

Penelitian ini akan mengeksplorasi sejauh mana kualitas kerja tersebut tercermin dalam pelayanan yang diberikan di Klinik Pratama Medika Stania yang terletak di Kota Belinyu, Kabupaten Bangka, Provinsi Bangka Belitung.

Berdasarkan hasil prakuesioner peneliti menemukan beberapa karyawan merasa kesulitan dalam membagi waktu antara pekerjaan dan kehidupan pribadi. Hal ini dapat disebabkan oleh banyaknya tanggung jawab yang harus dipikul karyawan di tempat kerja dan di rumah. Hal ini tentunya menjadi permasalahan di Klinik Pratama Medika Stania karena yang menjadi faktor yang dapat mempengaruhi kinerja karyawan adalah keseimbangan kehidupan kerja dan beban kerja.

Penelitian ini merupakan penelitian kuantitatif dengan unit analisis pada Pegawai Klinik Pratama Medika Stania. Pengumpulan data dilakukan dengan menyebarkan kuesioner kepada 25 karyawan.

Hasil pengujian hipotesis menyatakan bahwa keseimbangan kehidupan kerja berpengaruh secara parsial terhadap kinerja karyawan, dan beban kerja berpengaruh secara parsial terhadap kinerja karyawan. Selain itu, keseimbangan kehidupan kerja dan beban kerja secara simultan berpengaruh positif dan signifikan terhadap kinerja karyawan. Jadi, dapat disimpulkan bahwa hasil pengujian hipotesis mempunyai pengaruh positif baik secara parsial maupun simultan.

Kata Kunci: Work-life balance, workload, kinerja karyawan

INTRODUCTION

Employee performance is one of the critical factors that determines the success of an organization. High employee performance will increase productivity, efficiency, and organizational competitiveness. Therefore, organizations need to be able to manage the performance of their employees well. High performance will motivate employees to be more loyal to the organization and enjoy their work. However, sometimes, it can cause individuals to be unable to escape from the work pressure they face (Budiasa, 2021).

Work-life balance is a balance between work-life and personal life. Employees with a good work-life balance will feel satisfied with their work and have more energy to live their personal lives. This will have a positive impact on employee performance. According to (Fisher-McAuley et al., 2003), work-life balance is the extent to which an individual is tied together in work and family and is equally satisfied with his work and family roles.

Based on the background, researchers are interested in researching work-life balance and workload, considering that this is also a problem regarding the performance of Pratama Medika Stania Clinic employees. Therefore, researchers researched "The Effect of Work-life Balance and Workload on Employee Performance."

THEORY
Work-life balance

Work-life balance is the extent to which individuals feel satisfied and are equally involved in their roles at work and other lives outside of work (Bradley et al., 2023). The three aspects of work-life balance are Time Balance, Engagement Balance, and Satisfaction Balance (Bradley et al., 2023).
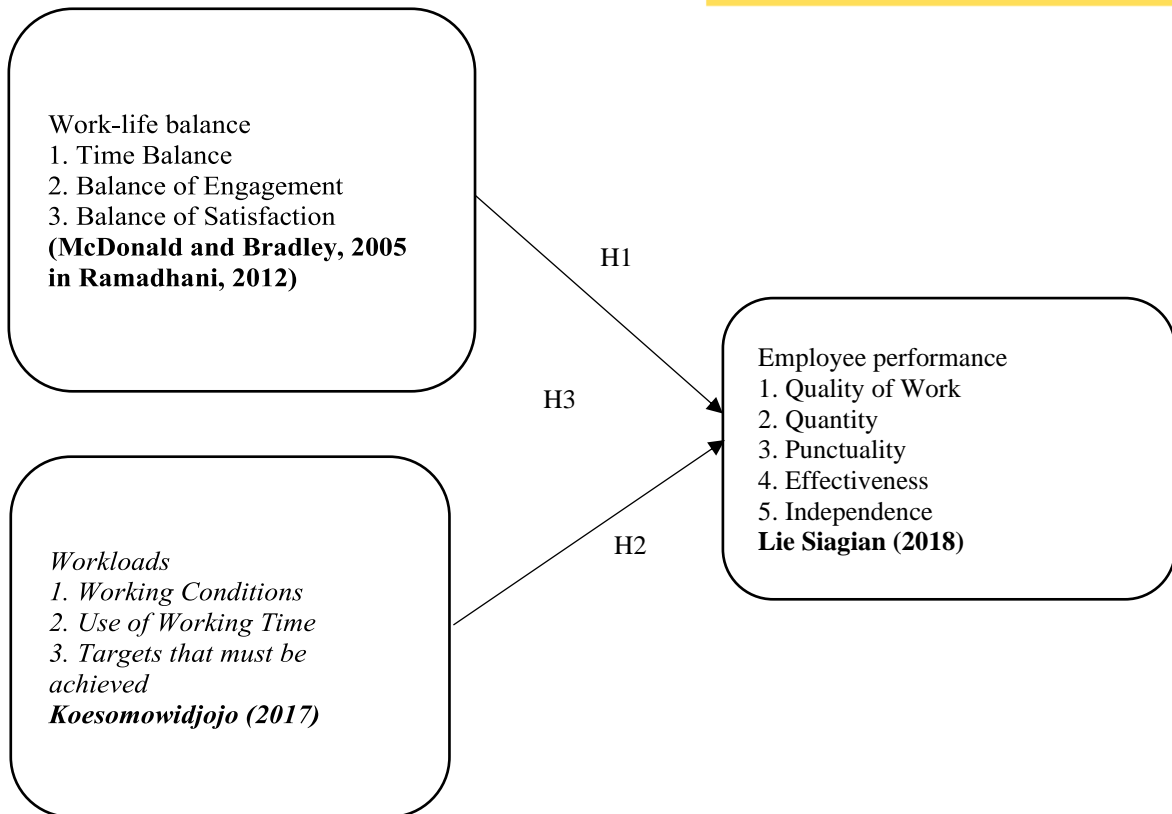
Workload

According to (Abdullah et al., 2021), if employees receive task demands beyond the employee's capabilities, then this can cause workload. According to Alexander (2015), the measurements used to measure workload are working hours and productivity.

Characteristics, characteristics, or measurements can indicate an object or activity. According to (Koesomowidjojo, 2017), there are three indicators of workload, including Working conditions, Use of time, Targets that must be achieved,

Employee Performance

Armstrong (Setyawan & Wibowo, 2023) states that performance is a systematic process for improving organizational performance by developing individual and team performance. It is a means of getting better results by understanding and managing performance within an agreed framework of planned objectives, standards, and competency requirements.

Schwartz (Setyawan & Wibowo, 2023) views performance as a management style with open communication between managers and employees involving goal setting, providing feedback from managers to employees and vice versa from employees to managers, and performance appraisals. According to Robbins (Lie, 2018), there are five indicators for measuring individual employee performance: Quality, Quantity, Timeliness, Effectiveness, and Independence.

```
┌─────────────────────────┐
│ Work-life balance       │
│ 1. Time Balance         │
│ 2. Balance of Engagement│
│ 3. Balance of Satisfaction
│ (McDonald and Bradley, 2005
│ in Ramadhani, 2012)     │
└─────────────────────────┘            H1

                        H3              ┌──────────────────────┐
                                        │ Employee performance │
                                        │ 1. Quality of Work   │
                                        │ 2. Quantity          │
                                        │ 3. Punctuality       │
                                        │ 4. Effectiveness     │
                                        │ 5. Independence      │
                                        │ Lie Siagian (2018)   │
┌─────────────────────────┐            │                      │
│ Workloads               │    H2       └──────────────────────┘
│ 1. Working Conditions   │
│ 2. Use of Working Time  │
│ 3. Targets that must be │
│ achieved                │
│ Koesomowidjojo (2017)   │
└─────────────────────────┘
```

Figure 1. Research Paradigms
Source: Self-Processed Products, 2023

Hypothesis

Ha1: Work-life balance has a positive effect on employee performance.

Ha2: Workload has a positive effect on employee performance.

Ha3: Work-life balance and workload have a significant effect on employee performance.

METHOD

This type of research uses quantitative and qualitative methods as well as survey research. In this survey, the author conducted research at the Pratama Medika Stania Clinic to obtain data related to this research. The data obtained will be analyzed using statistical tests to find facts about each studied variable and determine the influence between the independent and dependent variables.

RESULTS AND DISCUSSION
Validity test

According to (Sugiyono, 2016), validity is the degree of accuracy between the data that occurs on the object and the data collected by the researcher.

Table 1. Validity test

Item	Requirement	Result	Judgment
Validity X1	$r_{calculation} > r_{table} = 0.336$	> 0.336	Valid
Validity X2	$r_{calculation} > r_{table} = 0.336$	> 0.336	Valid
Validity Y	$r_{calculation} > r_{table} = 0.336$	> 0.336	Valid

Source: SPSS version 25

The results of testing the validity of questionnaire items in Table 1 show that all statement items in each variable X1. So, it can be said that the questionnaire

items for the variables Work-life Balance (X1), Workload (X2), and Employee Performance (Y) are valid and can be used to measure the variables studied.

According to (Sugiyono, 2016), a reliability test is the extent to which measurement results using the same object produce the same data. Reliability tests are carried out jointly on all statements.

Reliability Test

Table 2. Reliability Test

Item	Requirement	Result	Judgment
Reliability X1	Cronbach's alpha > 0.70	0.842	Reliable
Reliability X2	Cronbach's alpha > 0.70	0834	Reliable
Reliability Y	Cronbach's alpha > 0.70	0.828	Reliable

Source: SPSS version 25

The results of reliability tests in Table 2 carried out on all items in this research show that all research items can be reliable (the reliability coefficient value is more significant than 0.70) and thus can be used as instruments in measuring the variables determined in this research.

The normality test helps determine whether the independent or dependent variables are normally distributed and close to normal.

The method for testing whether the data distribution is normal is done by looking at the significance value of the variable. If it is significant, with a greater than 0.05, it indicates normal data distribution.

Classic Assumption Test

Normality Test

Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		25
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	2.17925327
Most Extreme Differences	Absolute	.163
	Positive	.102
	Negative	-.163
Test Statistic		.163
Asymp. Sig. (2-tailed)		.086[c]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: SPSS version 25

Table 3 shows the results of data normality testing using the Kolmogorov-Smirnov method (Kolmogorov-Smirnov Test). From the test results, it can be seen that the significance value (Asymp. Sig 2-tailed) is

0.086. The data is usually distributed because the significance is more significant than 0.05 (0.086 > 0.05).

Multicollinearity Test

The multicollinearity test is used to determine whether or not there are deviations from the classic assumption of multicollinearity, namely whether or not there is a relationship between independent variables. A good regression model means no multicollinearity or correlation between independent variables.

Table 4. Multicollinearity Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.535	4.185		1.323	.200		
	Work-life Balance	.296	.122	.349	2.434	.023	1.000	1.000
	Workload	.562	.123	.656	4.576	.000	1.000	1.000

a. Dependent Variable: Employee performance

Source: SPSS version 25

Table 4 shows that the Tolerance value of the two independent variables is 1.000 and is more significant than 0.1. Then, the Variance Inflation Factor (VIF) value of the two independent variables is 1.000, and the Variance Inflation Factor (VIF) is less than 10. So, in this study, there was no multicollinearity between the independent variables.

Heteroscedasticity Test
The heteroscedasticity test is carried out to determine whether a regression model has an inequality of variance from the residuals of one observation to another.
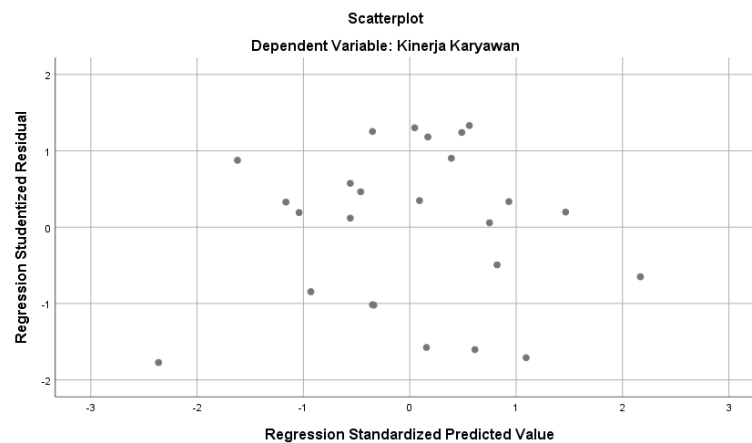
Source: SPSS version 25
Figure 2. Heteroscedasticity Test

Based on the scatter diagram above, it can be seen that the residual distribution is not homogeneous. This can be seen from the plot, which is spread out and does not form

a particular pattern. These results prove that there are no homoscedastic symptoms or that the regression equation meets the heteroscedasticity assumption.

Multiple linear regression determines the influence or linear relationship between two or more independent variables and one dependent variable.

Multiple Linear Regression Test

Table 5. Multiple Linear Regression Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.535	4.185		1.323	.200
	Work-life Balance	.296	.122	.349	2.434	.023
	Workload	.562	.123	.656	4.576	.000

a. Dependent Variable: Employee performance

Source: SPSS version 25

Based on Table 5, it can be seen that the multiple linear regression analysis equation in this research is:

Y= 5.535 + 0.296 X1 + 0.562 X2

Means:

1. The value of constant (a) is 5.535. This can be interpreted as if the Work-life Balance and Workload values are 0, then the value of employee performance is 5,535.
2. The Work-life Balance variable (b1) regression coefficient value is positive, 0.296. It can be interpreted that for every increase in work-life balance by 1 unit, employee performance will increase by 0.296 units, assuming the other independent variables have constant values.

3. The Workload variable (b2) regression coefficient value is positive, 0.562. It can be interpreted that for every increase in workload by 1 unit, employee performance will increase by 0.562 units, assuming the other independent variables have constant values.

Coefficient of determination test

The coefficient of determination test was carried out to determine how much contribution or contributions the variables of Work-life Balance and Workload have made to Employee Performance.

R Square (R^2) or the square of R shows the coefficient of determination.

Table 6. Coefficient of Determination Test Results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.740[a]	.547	.506	2.27616

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

b. Dependent Variable: Employee performance

Source: SPSS version 25

Based on Table 6, the meaning of R is multiple correlation, namely the correlation between two or more independent variables on the dependent variable. The R-value ranges from 0 to 1. If it is close to 1, the relationship is getting closer, but if it is close to 0, it is getting weaker.

The R number in Table 6 is 0.547, meaning that the correlation between Work-life Balance and Workload on Employee Performance is reasonably close because the R-value is close to 1.

$$KD = R^2 \times 100\%$$

$$= (0.547) \times 100\%$$

$$= 54.7\%.$$

Meanwhile, it is known that the R Square value is 0.547 or 54.7%, which shows a simultaneous influence between variables X1 and X2 on variable Y of 54.7%, and other variables influence the remaining 45.3%.

T-test

A T-test was carried out to determine the value of the influence of each independent variable on the dependent variable in this research.

Table 7. T-Test

Coefficients^a

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	5.535	4.185		1.323	.200
	Work-life Balance	.296	.122	.349	2.434	.023
	Workload	.562	.123	.656	4.576	.000

a. Dependent Variable: Employee performance

Source: SPSS version 25

- Work-life Balance (X1) to Employee Performance (Y)
  The calculated t value > t table (2.434 > 2.074) and significance < 0.05 (0.023 < 0,05), then Ho is rejected, and Ha is accepted, so it can be concluded that Work-life Balance partially influences Employee Performance. A positive value means that it has a positive effect; Employee Performance will increase if Work-life Balance increases.
- Workload (X2) to Employee Performance (Y)
  The calculated t value > t table (4.576 > 2.074) and significance < 0.05 (0.000 < 0.05) means Ho is rejected, and Ha is accepted, so it can be concluded that Workload partially influences Employee Performance. A positive value means that it has a positive effect; that is, if Workload increases, Employee Performance will increase.

F-test

The F test is carried out to determine whether the independent variable influences the dependent variable. In this study, an F test was carried out to determine whether or not the variables of Work-life Balance and Workload influenced Employee Performance.

Table 8. F-test

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	137.861	2	68.930	13.305	.000ᵇ
	Residual	113.979	22	5.181		
	Total	251.840	24			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Workload, Work-life Balance

Source: SPSS version 25

Based on Table 8, the significant value is < 0.05 (0.000 < 0.05), and the calculated F value is > F table (13,305 > 3.42); it can be determined that Ho is rejected and Ha is accepted.

The results of this F test make hypothesis number 3 (three) accepted, so it can be concluded that Work-life Balance and Workload simultaneously influence employee performance at the Pratama Medika Stania Clinic.

Discussion

There are 3 (three) variables in this research, namely Work-life Balance (X1), Workload (X2), and Employee Performance (Y). From these three variables, the researcher created 2 (two) hypotheses which were tested. The results of the hypothesis test are as follows:

Table 11. Hypothesis Test Results

Code	Hypothesis Test Results	Result
H1	Work-life balance positively affects employee performance at the Pratama Medika Stania Clinic.	Accepted
H2	Workload positively affects employee performance at the Pratama Medika Stania Clinic.	Accepted
H3	Work-life balance and workload positively and significantly affect employee performance at the Pratama Medika Stania Clinic.	Accepted

Source: SPSS version 25

The research results state that from the 3 (three) hypotheses in Table 11 above, after being tested using SPSS Version 25.00 processing, the three variables of Work-life Balance (X1), Workload (X2), and Employee Performance (Y) were accepted.

CONCLUSION

Based on the research results, it can be concluded that:

1. Work-life balance (X1) at the Pratama Medika Stania Clinic significantly influences performance (Y). Where the lowest dimension is time balance, these findings show the importance of balancing time between work demands

and employees' personal needs, as well as ensuring that the workload given is by their capacities and abilities. Implementing management policies and practices that support work-life balance, such as flexible working hours, better leave programs, and balanced workload distribution, can increase employee motivation, well-being, and productivity. This provides a strong foundation for clinic management to take appropriate action to improve employee performance and create a more balanced and productive work environment.

2. Workload (X2) at the Pratama Medika Stania Clinic also significantly influences performance (Y). This highlights the importance of providing tasks that suit the abilities and capacities of employees. However, management needs to ensure that the workload is manageable because this can cause stress, fatigue, and decreased performance. Based on research results, the dimension of working time use has the lowest value. Regular evaluation of employee workload and implementation of management practices that support a balanced workload distribution can help maximize the positive influence of workload on employee performance.

3. Employee performance (Y) at the Pratama Medika Stania Clinic can be described as very good. By creating a work environment that supports employee work-life balance and ensuring that the workload is appropriate to their capacity and abilities, clinics can increase employee motivation, well-being, and overall productivity. This means clinic management has a solid foundation to continue developing practices that

support work-life balance and manage employee workload, thereby ensuring optimal employee performance and sustainable clinic sustainability.

4. Work-life balance and work workload jointly influence employee performance at the Pratama Medika Stania Clinic because of Fcount > Ftable. This shows that there is a significant influence between work-life balance (X1) and workload (X2) on employee performance (Y) at the Pratama Medika Stania Clinic.

REFERENCES

Abdullah, Muhammad Ibrahim, Dechun Huang, Muddassar Sarfraz, Larisa Ivascu, and Amir Riaz. 2021. "Effects of Internal Service Quality on Nurses' Job Satisfaction, Commitment and Performance: Mediating Role of Employee Well-being." *Nursing Open* 8(2):607–19.

Bradley, Lisa, Paula McDonald, and Stephen Cox. 2023. "The Critical Role of Co-Worker Involvement: An Extended Measure of the Workplace Environment to Support Work–Life Balance." *Journal of Management & Organization* 29(2):304–25.

Budiasa, I. Komang. 2021. "Beban Kerja Dan Kinerja Sumber Daya Manusia." *Jawa Tengah: CV. Pena Persada*.

Fisher-McAuley, Gwenith, Jeffrey Stanton, Jeffrey Jolton, and James Gavin. 2003. "Modelling the Relationship between Work Life Balance and Organisational Outcomes." P. 26 in *Annual conference of the society for industrial-organisational psychology. Orlando*. Vol. 1.

Koesomowidjojo, Suci. 2017. "Panduan Praktis Menyusun Analisis Beban Kerja." *Jakarta: Raih Asa Sukses*.

Lie, Tjiong Fei. 2018. "Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan

Melalui Motivasi Kerja Pada CV. Union Event Planner." *Agora* 6(1).

Setyawan, Nanang Adie, and Bagus Yunianto Wibowo. 2023. "Improving Business Productivity Performance Through Entrepreneurship Training And Entrepreneurship Self-Efficacy." *Jurnal Ekuilnomi* 5(1):44–51.

Sugiyono, Prof. 2016. "Metode Penelitian Manajemen (Pendekatan Kuantitatif, Kualitatif, Kombinasi (Mixed Methods), Penelitian Tindakan (Action Research, Dan Penelitian Evaluasi)." *Bandung: Alfabeta Cv*.