

## THE EFFECT OF WORK-LIFE BALANCE ON EMPLOYEE PERFORMANCE AT THE TOBA REGENCY DPRD OFFICE

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### Abstract

This study aims to determine the Effect of Work-Life Balance on Employee Performance at the Toba Regency DPRD Office. This study uses a quantitative research method. Based on the research that has been conducted by researchers with the title The Effect of Work-Life Balance on Employee Performance at the Toba Regency DPRD Office, it can be concluded that: Based on the research that has been conducted, it shows that there is a positive influence of Work-Life Balance on employee performance at the Toba Regency DPRD Office. Work-Life Balance contributes 26.6% to employee performance variability, while the rest is influenced by other factors outside the study. The regression equation obtained indicates that every one unit increase in Work-Life Balance will increase performance by 0.671 units, indicating a positive relationship between the two variables. Performance categorization based on aspects shows that all respondents (100%) are in the low category for quality, quantity, timeliness, cost-effectiveness, independence, and commitment, indicating low performance in these specific aspects even though the total performance score is in the high category.

**Keywords:** Work-Life, Balance, Performance, Employees

### Abstrak

*Penelitian ini bertujuan untuk mengetahui Pengaruh Work-Life Balance terhadap Kinerja Pegawai di Kantor DPRD Kabupaten Toba. Penelitian ini menggunakan metode penelitian kuantitatif. Berdasarkan penelitian yang telah dilakukan peneliti dengan judul Pengaruh Work-Life Balance terhadap Kinerja Pegawai di Kantor DPRD Kabupaten Toba, dapat disimpulkan bahwa: Berdasarkan penelitian yang telah dilakukan menunjukkan adanya pengaruh positif Work-Life Balance terhadap kinerja pegawai di Kantor DPRD Kabupaten Toba. Work-Life Balance memberikan kontribusi sebesar 26,6% terhadap variabilitas kinerja pegawai, sedangkan sisanya dipengaruhi oleh faktor lain di luar penelitian. Persamaan regresi yang diperoleh menunjukkan bahwa setiap kenaikan satu satuan Work-Life Balance akan meningkatkan kinerja sebesar 0,671 satuan, yang menunjukkan hubungan positif antara kedua variabel. Kategorisasi kinerja berdasarkan aspek menunjukkan bahwa seluruh responden (100%) berada pada kategori rendah untuk aspek kualitas, kuantitas, ketepatan waktu, efektivitas biaya, kemandirian, dan komitmen, yang menunjukkan kinerja rendah pada aspek-aspek tersebut meskipun skor kinerja total berada pada kategori tinggi.*

**Kata Kunci:** Keseimbangan Kerja dan Kehidupan, Kinerja, Karyawan

## INTRODUCTION

Human resources are one of the organizational resources that play a crucial role in achieving an organization's goals. This is due to the role of humans as actors in company organs, especially management, so it needs to be improved. Human resources (HR) are a very important factor and cannot be separated from an organization, whether an institution or a company. Human resources are also a key determining factor in the company's development in achieving its organizational goals. According to Bangun (2012), one way related to human resources to become a source of competitive advantage is through improving human capital to be able to recognize and adapt to the ever-changing environment. One of the organizations chosen by the researcher is the Toba Regency DPRD.

The Toba Regency DPRD Office is a regional legislative body that plays a role in formulating regional regulations, overseeing government implementation, and managing regional budgets. As the

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center of legislative activity at the regency level, this office plays a crucial role in supporting effective governance and public services in Toba Regency. The complex and diverse workload of employees in this environment demands special attention to the balance between work and personal life in order to maintain optimal performance. Secretariat of the Toba Regency (Ninaus et al., 2021).

Therefore, corporate organizations urgently need skilled human resources with good character, broad insight, and the ability to work effectively with colleagues and superiors to carry out the company's functions. Companies must manage their human resources to be the key thinkers and decision makers in the company's operations, as well as the implementers of its ongoing sustainability. Therefore, human resources must be managed effectively to remain competitive. This includes ensuring employees are ready to work anywhere during the new normal to maintain high company performance, including working from home.

According to Baskoro (Weng et al., 2023) every organization requires quality employee performance to achieve the company's planned goals. The success of an organization or company will be determined by human factors or employees in achieving its goals. According to Subri (Al-Alawi et al., 2021) employee performance is every resident who enters the working age (aged between 15 and 64 years), or the total number of all residents in a country who produce goods and services if there is a demand for the energy they produce, and if they are willing to get involved/participate in that activity. According to Hasibuan (2002), the definition of employee performance is every person who provides services (either in the form of thoughts or in the form of energy) and receives remuneration or compensation whose amount has been determined in advance.

Widjaja argues that employee performance is the physical and spiritual (mental and mental) human labor that is always needed and therefore becomes one of the main assets in collaborative efforts to achieve certain goals (organization). And Widjaja said that employee performance is the people who work in a certain body, both in government institutions and in business entities (De Clercq & Brieger, 2022).

Researchers conducted interviews with 2 employees at the Toba Regency DPRD office who were the subjects of this research, including:

"I usually submit the work given past the deadline, hehe, so I often get reprimanded by my boss. But in previous years, I always did the work on time. Maybe there are many causes lately, one of which is not being able to manage time well and wasting a lot of time on things that are less useful for myself. That also causes a lot of my work to be unfinished and late in submission. I also sometimes waste time by hanging out with friends and also just going for a leisurely walk, which we often hear called healing or me time.

"While working here, I feel that my performance has not been good and has not met the standards set by the company and I also feel that my performance has decreased. I sometimes feel less enthusiastic and less active in terms of work. "Usually because of personal conflicts such as family problems, being hit by a disaster or being sick" that sometimes hinders my work. I can not divide my time between work, family and friends. I also feel less productive and less motivated at work. I can not focus and concentrate because sometimes I feel too stressed or exhausted. This also makes me feel less happy and less satisfied with my work. The challenge that I sometimes experience is that I have difficulty maintaining work-life balance, especially when there are big projects or tight deadlines. And to overcome this, I try to manage priorities and time better, and communicate with superiors to get support if (Maurya et al., 2021).

Based on a pre-survey and interviews conducted by researchers with employees at the Toba Regency DPRD office, it was found that employees experienced a decline in performance. This was especially true in the aspects of effectiveness, quantity, and quality, as expressed by Bernardin and Russel (Warren, 2021). According to Bernardin and Russel (1993), quality is the level at which the final results achieved are close to perfect, meaning they meet the goals expected by the organization. Quantity is the amount produced, expressed in terms of the number of work units or the number of activity cycles produced. And effectiveness is the level of knowledge of organizational resources with the aim of increasing profits.

Over time, the world of work has undergone significant changes. Employee performance is now faced with increasingly high demands, both in terms of performance and time. This has given rise to the need for a balance between work and personal life, known as work-life balance (WLB). Work-life balance is a condition where there is a balance between the demands of work and one's life. Delecta

(Kotini-Shah et al., 2022) argues that work-life balance means an individual's ability to fulfill work responsibilities while still being committed to their personal life. According to Andini & Surjanti (2017), work-life balance is a form of company policy that allows employees to freely manage their time between work and other needs outside the company, such as family matters, hobbies, art, study, and so on. Previous research has shown that employees with good WLB tend to be more productive and creative. They are also better able to manage stress and face challenges in the workplace (Dousin et al., 2022).

On the other hand, a lack of attention to WLB can lead to burnout and high turnover, especially among high-performing employees. This phenomenon is a concern for companies in designing policies that support work-life balance. Furthermore, the role of organizational culture cannot be ignored. A culture that supports work-life balance can increase employee motivation and loyalty. Employee performance can be measured across various dimensions, such as effectiveness, efficiency, and innovation. A holistic performance assessment will provide a clearer picture of the impact of WLB.

Work-life balance is crucial in modern times. Studies by Bouzari & Karatepe (2020) have shown that in recent years, specifically in 2019, 2020, and 2021, many people have expressed an interest in achieving a balance between work and personal life (A. Russo, 2018). Work-life balance refers to an employee's performance achieving a balance between work, home, and other life roles (Liu et al., 2021). Work-life balance itself stems from the employee's need to achieve a healthy balance between fully participating in the labor market and providing the best for loved ones such as family and friends. Therefore, work-life balance is defined as an individual's acceptable level of participation in various life roles. Furthermore, Skiba and Wildman identify supervisors as key players in shaping employee work-life balance performance. Lukmiati, et. al., obtained research results showing that there is a positive and significant influence between work-life balance on employee performance, where the problem that often arises regarding Human Resources (HR) is a decline in employee performance that can be caused by several factors, both factors from within the company environment itself, as well as factors from outside the company. Meanwhile, Sidik (Rosa, 2022) stated that work-life balance has no significant effect on employee performance, where employee performance that can balance between work and life does not necessarily improve employee performance. Keino & Kithae (2016) stated that work-life balance has a negative correlation with employee performance. This is supported by Mwangi, et. al., who also stated that work-life balance does not affect employee performance, because employee performance receives appropriate services at work, so that personal or family problems do not impact employee performance. The term balance or balanced indicates the aim to balance individual participation in work and other non-work activities.

The concept of work-life balance is based on the belief that as fair human beings, individuals must commit to both work and personal life, as both are equally important. In 2021, the Society for Industrial and Organizational Psychology (SIOP) USA conducted research on employee performance. The results showed that 73% of employees complained about working hours, citing shorter family time. An unmet work-life balance reduces employee productivity. Working too long can lead to physical and mental exhaustion. The resulting fatigue can lead to a lack of focus and frequent error-making. These errors make tasks take longer to complete, ultimately reducing employee performance and hindering organizational performance (Katili et al., 2021).

Work-life balance is a crucial factor for any organization in determining policies to maintain employee quality and improve performance. A high-quality work-life balance fosters positive work morale, as a sense of enjoyment in one's work impacts the responsibilities assigned to them. Employees who maintain a balance between work and personal life typically experience less stress, have strong work motivation, and develop closer relationships with colleagues and superiors. This often demonstrates a worker's ability to effectively separate work and personal life. A good work-life balance within an organization can lead to improved performance, reduced conflict, and higher employee retention rates. Wambui et al. (Rawal, 2023) state that inadequate work-life balance poses significant risks to employee well-being, performance, and organizational performance.

According to Fisher, et. al., (Ahmad Saufi et al., 2023) work-life balance is something a person does in dividing their time both at work and outside of work and includes individual behavior. Individual behavior is a condition when an individual takes an action for themselves both within the family and outside of work. Individual behavior can become a personal conflict and can also be a source of personal energy. This is in line with the dimensions of work-life balance in Fisher, et. al., (Waworuntu et al.,

2022) namely there are 4 dimensions that form work-life balance. The first dimension is Work Interference with Personal Life (WIPL), where work can interfere with an individual's personal life. After that, there is Personal Life Interference with Work (PLIW), where personal life can interfere with an individual's work. Then there is Personal Life Enhancement of Work (PLEW), where personal life has a positive influence on his role at work. Finally, Work Enhancement of Personal Life (WEPL), where the role of work has a positive influence on personal life. Therefore, in this case, when an individual is able to balance his role between work and outside of work, it can certainly improve his performance.

Research conducted by Asari (Al-Harthy & Yusof, 2022) concluded that work-life balance has a positive and significant relationship with employee performance at the BPJSTK Cabang Surabaya Karimunjawa. Work-life balance has a positive and significant relationship with job satisfaction at the BPJSTK Cabang Surabaya Karimunjawa. Job satisfaction also has a significant positive influence on employee performance at the BPJS Ketenagakerjaan Cabang Surabaya Karimunjawa. Job satisfaction is able and successful as a mediating variable between work-life balance and employee performance.

Research conducted by Nurshoimah, Nurweni, Hartati (2023) on the Influence of Work Life Balance, Work Overload and Burnout on the Performance of Employees of the Kulon Progo Regency Health Office found that Work life balance has a positive and significant effect on employee performance at the Kulon Progo Regency Health Office. Work overload does not affect employee performance at the Kulon Progo Regency Health Office. Burnout does not affect employee performance at the Kulon Progo Regency Health Office. The results of the Adjusted R<sup>2</sup> determination coefficient obtained a value of 0.182 or 18.2%. This means that the variation in performance variables is explained by the work life balance, work overload and burnout variables by 18.2%, while the remaining 81.8% is explained by other variables not included in this study.

Work-life balance (WLB) is a crucial aspect in supporting employee performance, particularly in government environments with high workloads and complex public service demands, such as the Toba Regency DPRD Office. Employees in this office are faced with various administrative and legislative tasks that require sufficient concentration and time, making work-life balance crucial for maintaining productivity and work quality.

However, although many studies have examined the relationship between Work-life balance and employee performance, studies that specifically examine the direct influence of WLB on employee performance within the Regional People's Representative Council (DPRD), particularly in Toba Regency, are still very limited. Most previous studies have focused more on the private sector or general government agencies without considering the unique characteristics of regional legislative institutions. Therefore, this study is important to fill this gap by providing an empirical picture of how Work-life balance affects employee performance at the Toba Regency DPRD Office, so that the results can serve as a basis for developing more effective and sustainable human resource management policies within the regional legislative environment (Tirta & Enrika, 2020).

Therefore, this study aims to examine the influence of work-life balance on employee performance at the Toba Regency DPRD Office. By understanding this relationship, the results are expected to provide a clear picture of the importance of work-life balance in supporting employee performance. Furthermore, this study aims to serve as a basis for developing human resource management policies that can improve employee welfare and productivity within the Toba Regency DPRD.

## METHOD

Identification of research variables is the initial step in any research that aims to determine the main variables used in the research and determine the function of each variable. The definition of research variables by Sugiyono (Hendriana et al., 2023) includes everything that researchers find interesting and can be used to obtain information and draw conclusions. This shows that these variables are important factors analyzed in research to achieve certain objectives. The variables that will be used in this research are two variables, namely: According toutama (Charoensukmongkol & Puyod, 2024): Operational definition is giving or determining the meaning for a variable with the specifications of the activities needed to measure or manipulate the variable. The subjects in this study are the performance of permanent employees who work at the DPRD office of Toba Regency.

Sugiyono (2017) states that a population is the entire research subject with specific characteristics

that are being studied. The population encompasses all elements relevant to the research problem. The population in this study was employees working at the Toba Regency DPRD office. According to a survey conducted by the researcher, there are 50 employees at the Toba Regency DPRD office.

According to Sudjana and Ibrahim (Fuadiputra & Rofida Novianti, 2021) a sample is a portion of a population taken to determine certain characteristics or study the population. The approach in this study is random sampling/probability sampling. The technique and sample used by the researchers were random, without regard to strata or social status (Aruldoss et al., 2021). Based on the population size and using the Isaac and Michaeltable, the required sample size is 44 respondents with a 5% error rate.

The data collection technique used to obtain data in this study was a psychological scale. This psychological scale is a series of items used to express a psychological attribute (Supratiknya, 2015). The measurement scale used was a Likert scale as a tool to measure each person's opinion and perception of an event.

The Likert scale contains four levels of response reference, with the options Strongly Agree (SS), Agree (S), Disagree (TS), and Strongly Disagree (STS). The scoring criteria are 4, 3, 2, and 1 for favorable responses and 1, 2, 3, and 4 for unfavorable responses

## RESULT AND DISCUSSION

### Research Subject Overview

In this study, the subjects were 50 employees aged 20-51 years who worked at the Toba Regency DPRD Office. Based on the psychological scale distributed by the researcher to each research subject, a description of the research subjects was obtained with socio-demographic data from the samples obtained. It can be seen that the largest number of samples in this study were women, as many as 39 people (78%), while the number of male research subjects was 11 people (22%). Based on it can be seen that the distribution of the ages of respondents in this study was quite diverse. The age with the highest frequency was 36 years old, as many as 6 people (12%), followed by ages 25, 27, 29, 37, 39, 43, and 51 years old, each of which amounted to 3 people (6%). Other ages such as 20, 22, 23, 28, 33, 34, 38, 42, and 45 years old were each represented by 1 person (2%). Other age groups, such as 30, 35, 44, 48, and 49, had frequencies ranging from 2 to 3 people, representing a percentage of 4% to 6%. The total number of respondents was 50, with an even age distribution across the range (Chatrakul Na Ayudhya et al., 2019).

### Hypothesis Testing

The purpose of conducting a hypothesis test is to determine whether the research hypothesis is accepted or rejected, and also to determine the degree of closeness of the relationship between the two variables. In this study, the hypothesis test was conducted using the Pearson Product Moment correlation with the help of SPSS 23.0 for Windows. The results of this research hypothesis test can be seen in the table below:

**Table 1. Hypothesis Test Results**

<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>F</b>	<b>Sig.</b>
0.515	0.266	0.250	17,532	0.000

Based on the results of the correlation analysis in table 4.22 above, it can be seen that the significance value is 0.000 = (Sig <0.05). So it can be concluded that the data is correlated. This shows that the research hypothesis (Ha) is accepted, which means there is a significant influence between Work Life Balance on Employee Performance at the DPRD Office of Toba Regency. The R Square value of 0.266 indicates that approximately 26.6% of performance is influenced by Work Life Balance, while the remaining 73.4% is influenced by other factors not included in this study. From data management using SPSS version 23.0, a regression equation is obtained that describes the relationship between these variables:

**Table 2. Results of Simple Linear Regression Equation**

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

Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	106,882	11,419		9,360
	work-life balance	.671	.161	.515	4.166

Based on the results of the analysis carried out by the researcher, the following regression equation model was obtained:

$$Y = a + bX + e$$

Information :

Y = Dependent Variable (Performance)

X = Independent Variable ( *Work Life Balance* )

a = Constant

$$Y = 106.882 + 0.671X + e$$

This means that the constant of 106,882 indicates the performance value when *Work Life Balance* is zero. While the regression coefficient of 0.0671 identifies that every one-unit increase in *Work Life Balance* of Employees at the DPRD Office of Toba Regency. In other words, if *Work Life Balance* increases by one unit, the predicted performance value will increase from 106,882 to 107,553 (106,882 + 0.671). This value illustrates the positive influence between *Work Life Balance* on Employee Performance at the DPRD Office of Toba Regency.

## Discussion

This study aims to determine the effect of Work-Life Balance on employee performance at the Toba Regency DPRD Office. The proposed hypothesis is that there is a significant relationship between Work-Life Balance (variable X) and employee performance (variable Y), where a good Work-Life Balance is expected to improve employee performance. The theory underlying this study states that the balance between work and personal life will have a positive impact on an individual's work effectiveness and productivity.

The results of the hypothesis test indicate that there is a significant influence between Work Life Balance on employee performance, with a significance value of 0.000 (Sig < 0.05) and a correlation coefficient (R) of 0.515. This means that *Work Life Balance* contributes 26.6% to employee performance variability, while the rest is influenced by other factors outside the study. The regression equation obtained indicates that every one unit increase in Work Life Balance will increase performance by 0.671 units, indicating a positive relationship between the two variables (Kulkarni & Mishra, 2022).

The results of this study align with research conducted in *Frontiers in Psychology* (Biasutti et al., 2022) which showed a positive relationship between *work-life balance* and job performance, with a coefficient of 0.152. This study confirms that employees with a good work-life balance tend to have higher performance, aligning with social exchange theory, which states that a balance between work and personal life increases employee productivity.

In the comparison between hypothetical and empirical data, it was found that the average empirical Work Life Balance score (70.20) was higher than the hypothetical score (60), which indicates that employees have a better work-life balance than theoretically predicted. Similarly, the average empirical performance score (154) was also higher than the hypothetical score (120), confirming better employee performance than theoretical standards.

Based on the variable categorization, most respondents fell into the high category for *Work-Life Balance* (74%) and performance (74%), while the rest fell into the moderate category, and none fell into the low category. This is in line with research conducted by Muhammad Zaky (Komara, 2019) in the journal "The Impact of Work-Life Balance and Personal Life on Employee Satisfaction and Performance." This study confirms that balance between work and personal life is crucial in improving employee satisfaction and performance. The analysis results show that employees who are able to achieve a good balance tend to be more productive and efficient in the workplace and are better able to manage stress, which contributes to improved performance. Furthermore, support from management and employee support programs are also important factors in achieving this balance and maximizing employee performance. This means that a good *Work-Life Balance* plays a significant role in driving

overall improvements in employee performance and job satisfaction at the Toba Regency DPRD Office.

Categorization based on *Work Life Balance aspects* revealed that all respondents (100%) were in the low category for all aspects of interference and improvement between work and personal life (WIPL, WEPL, PLIW, PLEW), indicating minimal perceived interference and improvement. This is supported by research by E. Lie (Zebua et al., 2023) which explains that work interference with personal life can have a negative effect if an individual's *Work Life Balance* is low. The study explained that individuals who have flexible work policies and good time management tend to experience less conflict between work and personal life. Disturbances in aspects such as *Work Interference with Personal Life (WIPL)* and *Personal Life Interference with Work (PLIW)* are minimal if individuals are able to manage their time and workload well. This is in line with the results of research at the Toba Regency DPRD Office which showed all respondents were in the low category for aspects of interference and improvement between work and personal life.

Meanwhile, the categorization of performance based on aspects shows that all respondents (100%) are in the low category for quality, quantity, timeliness, cost effectiveness, independence, and commitment, indicating low performance in these specific aspects even though the total performance score is in the high category. This result is supported by the First IGAW (2012). The study revealed that although the total employee performance score is at a fairly good level, there are certain aspects of performance that specifically still show low performance, such as in terms of work quality and time use effectiveness (Mijaya & Susanti, 2023). This indicates that the overall performance assessment may be more optimistic due to the influence of other performance aspects or self-assessment perceptions, but a detailed analysis per aspect shows several weaknesses that need to be addressed to improve overall performance.

Analysis of supporting data based on gender, age, length of service, and job category shows variations consistent with the main findings, where the majority of respondents from various dominant groups are in the high and medium categories for *Work Life Balance* and performance, with none in the low category (Siregar & Sembiring, 2022).

The uniqueness of this study lies in its comprehensive focus on the influence of *work-life balance* on performance by combining quantitative data from various employee demographics within the Toba Regency DPRD. The study also employed comprehensive analytical methods, including normality, linearity, and regression tests, providing a clear picture of the relationship between the two variables (Khoirunnizar & Sutopo, 2022).

It can be concluded that *Work-Life Balance* has a positive and significant influence on employee performance at the Toba Regency DPRD Office. A good balance between work and personal life has been proven to increase employee effectiveness and productivity, as supported by *social exchange theory* and other research findings that show a positive correlation between the two variables (Gema Pertiwi & Yanti, 2024). Empirical data reveals that employees have *Work-Life Balance* and performance that exceeds theoretical standards, with the majority of respondents in the high category for both variables (Mustafa, 2017).

## CONCLUSION

Based on research conducted by researchers with the title The Influence of Work Life Balance on Employee Performance at the Toba Regency DPRD Office, the following conclusions can be drawn:

1. Based on the research that has been conducted, it shows that there is a positive influence of *Work Life Balance* on employee performance at the Toba Regency DPRD Office.
2. *Work-Life Balance* contributed 26.6% to employee performance variability, while the remainder was influenced by factors outside the study. The resulting regression equation indicated that each one-unit increase in *Work-Life Balance* would increase performance by 0.671 units, indicating a positive relationship between the two variables.
3. Categorization of performance based on aspects shows that all respondents (100%) are in the low category for quality, quantity, timeliness, cost effectiveness, independence, and commitment, indicating low performance in these specific aspects even though the total performance score is in the high category

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