

Enhancing Work Life Balance for Improved Employee Performance: The Mediating Role of Workplace Environment

Djoko Soelistya

Universitas Muhammadiyah Gresik, Indonesia

Email: djoko_soelistya@umg.ac.id

Abstract

This research uses a quantitative approach, which has a population of all employees and a sample of 75 respondents, which is called a saturated sample. In this study, the results show that there is (1) a significant influence of Work-Life Balance on employee performance, (2) a significant influence of Work-Life Balance on the Work Environment on employee Performance, (3) a significant influence of Work Environment, on employee Performance, while the indirect influence (4) Work Life Balance can improve employee performance directly and should need to be done through the Work Environment as a mediating variable, for this reason, there needs to be attention to providing a correct and balanced workload to employees to achieve Work-Life Balance. Work-life balance can improve employee performance if the work environment functions as a medium that supports it. Therefore, steps are needed, such as establishing a balanced workload, creating a comfortable work environment, supporting mental and physical health, improving communication and managerial support, providing opportunities for career development, and recognizing and appreciating employee achievements. By implementing these steps, companies can ensure that the work environment supports Work-Life Balance, ultimately improving employee performance.

Keywords work-life balance, work environment, employee performance.

1. Introduction

In today's business world, many companies face various obstacles, especially in the animal feed industry. The outlook for the poultry industry in 2021 is highly dependent on fundamental economic conditions. The government and Bank Indonesia (BI) previously said that, despite experiencing a decline, it is hoped that the economy will recover in the second quarter of 2021 with growth of 5 percent, while BI projections range from 4.8-5.8 percent. However, the Indonesian economy has not fully recovered, and economic movement still depends on human resources in carrying out business activities and dealing with internal company problems, such as employee workload and operational supervision.

Every organization or company not only faces domestic competition, but also threats from foreign companies. In general, the company aims to gain operating profits and maintain and develop its survival. Human resources (HR) are very important to support employee performance so that they remain focused on achieving organizational goals. As stated by Soelistya (2017), HR needs to receive attention and improvement in the operational activities of the organization to achieve its goals, which is also supported by Pramundi and Mochamad Mochklas (2021).

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The animal feed industry in 2017-2019 showed a decline in company performance, as indicated by a decreasing trend in achieving production targets, as seen in table 1.

Table 1. Production Data

Target Achievement Trend		
2017 to 2019		
Year	Target (Tons)	Achievement (Tons)
2017	4800	4823
2018	4850	4790
2019	4900	4830

Researchers suspect that this condition is caused by employee performance that is not yet optimal, in accordance with the opinions expressed by Kasmir (2016) and Suharyanto (2019). One effort to maximize employee performance is to optimize the good work results given to them, as stated by Dafit et al. (2021).

Another problem that can be seen from the decline in performance is the work life balance factor which is not yet optimal and balanced, as argued by Herlambang (2019). This problem can occur if employees fail to balance their time between work and personal and family life. Therefore, employees need to have a good work-life balance, or what is called work life balance (Widiati, 2019; Mardiani & Widiyanto, 2021). According to Saina et al. (2016), work life balance is a balance between a person's personal life to carry out their role as an individual who has two roles, namely the role in work and personal life (family, friends and culture).

Individuals who have a good work-life balance can be more productive in their personal and career lives. Prasetyo (2020) states that work life balance is a concept that supports workers' efforts to divide time and energy between work and other important aspects of life. The research results of Mendis and Weerakkody (2017) concluded that work life balance has a positive and significant influence on employee performance in telecommunications industry companies in Sri Lanka. This opinion is supported by the results of research conducted by Dina (2018), Lukmiati (2020), and Hikmah and Lukito (2021).

2. Literature Review

Work Life Balance on Employee Performance. The balance between work and personal life is known as work life balance (Drajat, 2020). Korpunen and Nápravníková (2007) support this opinion by stating that work life balance is a condition where an individual is able to balance the demands of targets, attitudes and time at work without neglecting the quality of his personal life. According to Soetjipto et al. (2021), performance is the result achieved by a company or organization, both profit oriented and non-profit oriented, within a certain time period by employees. Agustina and Soelistya (2018) state that performance is the result of work achieved by a worker, both in quality and quantity, with good working hours. It can be concluded that

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work life balance can influence employee performance, so that employees will be more comfortable if the workload given is balanced with time for their personal lives.

H1: The influence of work life balance on employee performance

Work Life Balance Regarding the Work Environment. Sofyan (2013) and Murti and Srimulyani (2013) state that work life balance is a balance between a person's personal life to carry out their role as an individual who has two roles, namely in work life and personal life (family, friends and culture). Sedarmayanti (2012) and Cahyanti (2020) stated that the work environment includes all conditions in the workplace, which can affect employees both directly and indirectly. It can be concluded that the work environment includes all aspects of the workplace when carrying out tasks, both physical and non-physical, direct and indirect, which can affect the employee's self and work.

H2: Effect of Work Life Balance on the Work Environment

Work Environment on Employee Performance. Murti and Srimulyani (2013) and Senatea et al. (2014) defines a company's work environment as all external factors that can influence its activities. The work environment includes all conditions in the workplace that can affect employees, both directly and indirectly, and both physical and non-physical. Aslam et al. (2013), Warindra et al. (2021), and Efendi et al. (2021) stated that performance is the result of an individual's work and work attitude in one period, which is usually calculated in one calendar year, and is influenced by a good environment. Sahbuddin (2016) added that good working relationships greatly influence the psychological condition of workers. It can be concluded that a good work environment can influence employee performance and make them more comfortable, especially if the organization pays attention to good environmental conditions.

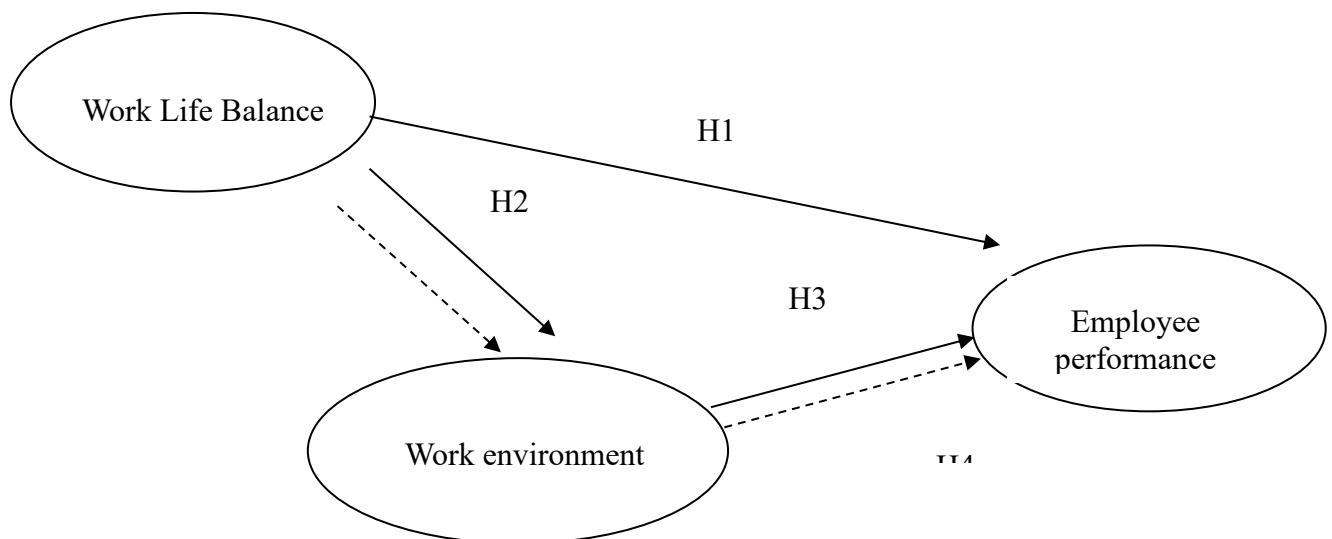
H3: Influence of the work environment on employee performance

Work Life Balance On employee performance through the work environment. Kembuan et al. (2021) and bin Saleh (2015) state that work life balance is a concept that supports workers' efforts to divide time and energy between work and other important aspects of life. Warindra et al. (2021) and Fitrianti (2017) reveal that the work environment can be classified into two types: social work environment and physical work environment. The benefit of working with motivated individuals is that work can be completed on time and according to the correct standards, as stated by Soelistya (2017). Performance is measured by an individual's ability to complete the work assigned and their responsibilities at work. From these various opinions, it can be concluded that performance is the result of an individual's work and work attitudes, both in quantity and quality, which are related to organizational goals in a certain period.

H4: Influence of Work Life Balance On employee performance through the mediation of the work environment

The framework conceptual can be depicted as follows:

Figure 1. Conceptual framework



3. Research Method

Research design. This research aims to examine the influence of Work Life Balance on Employee Performance with the Work Environment as mediation using a quantitative approach method. Quantitative methods are defined as research that uses data in the form of numbers and analyzes the data through statistical procedures. The aim of this research is to examine the causal relationship between the variables to be studied (Sugiyono, 2013).

Population and Sample. According to Fatihudin (2015), population is all aspects or elements that will be studied, both through quantitative and qualitative measurements, which include a complete and clear collection of objects. This research used 75 respondents as samples.

Data analysis. (Sholihin & Ratmono, 2021) explains that data analysis involves deconstructing data into smaller components to identify dominant components, make comparisons between components, and evaluate components as a whole. Data analysis techniques are used to answer problem formulations or test hypotheses that have been formulated. In this research, data management was carried out using SmartPLS 3 software.

4. Finding and Discussion

Partial Least Square (PLS) Model Scheme

In the following research, hypothesis testing uses analytical techniques using the Smart PLS 3.0 program, and can be seen in the PLS 3.0 program model scheme tested in Figure 2,

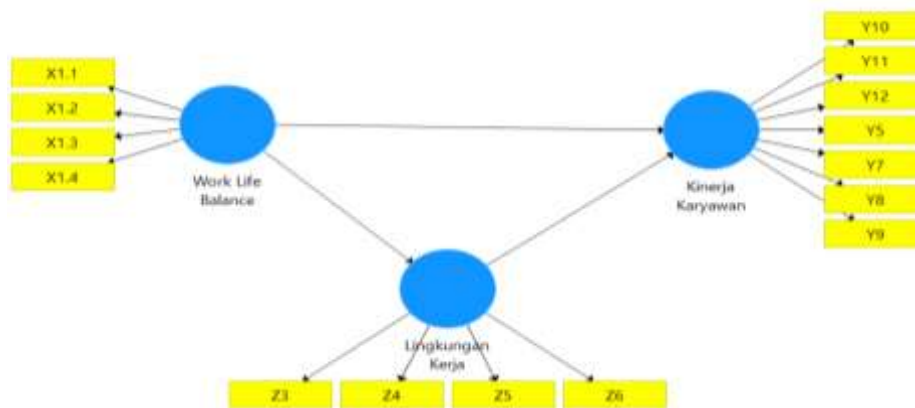
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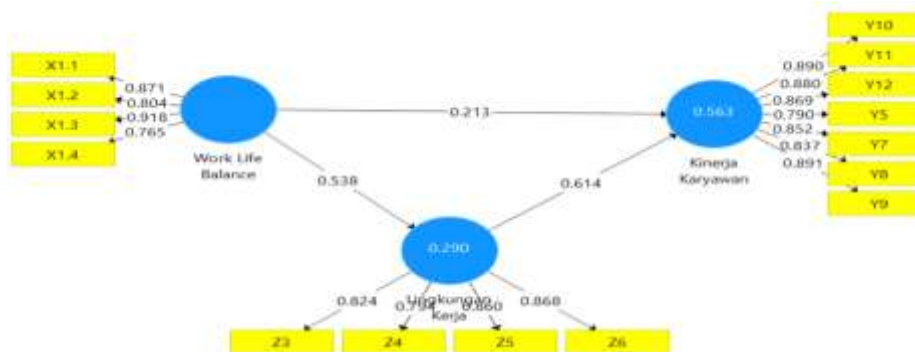
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Figure 2. PLS Model Scheme



Evaluation Measurement (Outer) Model. Based on the results of PLS analysis together with PLS Algorithm for validity and reliability testing, model determination coefficients and path coefficients for equation models, below is the image produced based on the PLS Algorithm Smart PLS output results, which can be seen in Figure 4.2 below:

Figure 3. Outer Model Test Results



Convergent Validity. Based on a measurement model using reflexive indicators, convergent validity can be assessed from the correlation between the item or indicator score and the construct score. It can be observed that many variable indicators in this study have outer loading values of more than 0.7 (Latan & Ghazali, 2016). Outer loading values between 0.5 and 0.7 are considered adequate to meet convergent validity requirements. This data shows that there are no variable indicators that have an outer loading value of less than 0.5, so that all indicators are considered valid and suitable for use in research and can be used for further analysis.

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Table 2. Outer Loading Convergent validity

Indikator	Work Life Balance	Work environment	Employee performance
X1.1	0.871		
X1.2	0.804		
X1.3	0.918		
X1.4	0.765		
Y1.10			0.890
Y1.11			0.880
Y1.12			0.869
Y1.5			0.790
Y1.7			0.852
Y1.8			0.837
Y1.9			0.891
Z.3		0.824	
Z.4		0.794	
Z.5		0.860	
Z.6		0.868	

Discriminant Validity. Discriminant validity of indicators can be observed from cross loading between indicators and other constructs. It can be noted that each indicator in this research variable has the highest cross loading value on the relevant construct compared to the cross loading value on other constructs. Based on these results, it can be concluded that the indicators used in this research have shown good discriminant validity, because they are able to differentiate clearly between different constructs.

Table 3. Cross Loading Discriminant Validity

Indikator	Work Life Balance	Work environment	Employee performance
X1.1	0.871	0.460	0.484
X1.2	0.804	0.334	0.395
X1.3	0.918	0.503	0.526
X1.4	0.765	0.491	0.408
Y1.10	0.422	0.604	0.890
Y1.11	0.427	0.639	0.880
Y1.12	0.502	0.586	0.869
Y1.5	0.548	0.698	0.790
Y1.7	0.342	0.661	0.852
Y1.8	0.469	0.576	0.837
Y1.9	0.539	0.602	0.891
Z.3	0.548	0.824	0.598

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Z.4	0.440	0.794	0.495
Z.5	0.400	0.860	0.662
Z.6	0.411	0.868	0.671

Meanwhile, in the presentation of the data above, it can be observed that each research variable has an average variant extracted (AVE) value > 0.5 . Through this problem, it can be stated that each variable has good discriminant validity.

Table 4. Average Variant Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Employee performance	0.739
Work environment	0.701
Work Supervision	0.627
Work Life Balance	0.639

Composite Reliability. Composite Reliability tests the reliability value of a number of indicators against a variable. A variable is considered to meet the Composite Reliability requirements if it has a Composite Reliability value above 0.6. According to Latan & Ghazali (2016), a construct is considered reliable if both Composite Reliability and Cronbach's Alpha exceed 0.70. From Table 5 it is known that the Composite Reliability value of all research variables is > 0.7 . This shows that each variable has met the requirements for high Composite Reliability. Thus, it can be concluded that all variables have a good level of reliability.

Table 5. Composite Reliability

Variable	Composite Reliability
Employee performance	0.952
Work environment	0.903
Work Life Balance	0.906

Cronbach Alpha. Reliability testing using Composite Reliability can be strengthened by the Cronbach's Alpha value. From Table 4.5, it can be seen that the Cronbach's Alpha value for each research variable is > 0.7 . This shows that each variable meets the requirements for a high Cronbach's Alpha value. Based on these results, it can be concluded that the results of this research prove that each research variable has achieved a high level of reliability, because it meets the requirements of both Composite Reliability and Cronbach's Alpha.

Table 6. Cronbach Alpha

Variable	Cronbach's Alpha
Employee performance	0.941
Work environment	0.857
Work Life Balance	0.861

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Test the Structural Model or Inner Model

Path Coefficient Test. Used to show how strong the effect or influence of exogenous variables is on endogenous variables in a model. Meanwhile, the Coefficient of Determination (R-Square) is used to measure how much variability in endogenous variables can be explained by other variables in the model (Marcoulides et al., 2009).

According to the mentioned classification:

If the R-Square value ranges from 0.33 to 0.67, then it is included in the medium category.

If the R-Square value ranges from 0.19 to 0.33, then it is included in the weak category.

These values describe how much variability in endogenous variables can be explained by exogenous variables in the research model.

Table 7. Path Coefficient

Construct	Path Coefficient	Information
Work Environment - > Employee Performance	0.614	Currently
Work Life Balance Performance - > Employee Performance	0.213	Weak
Work Life Balance Performance - > Work Environment	0.538	Currently

Model Goodness (Goodness of Fit). Based on the data presented in Table 8, it can be seen that the R-Square value for the Employee Performance variable is 0.290. This means that the percentage of variability in Employee Performance can be explained by the Work Life Balance and Work Supervision variables of 29%. Furthermore, the R-Square value for the Work Life Balance and Work Supervision variables is 0.563. This indicates that the percentage of variability in the Work Life Balance and Work Supervision variables can be explained by Employee Performance of 56.3%. Thus, these results provide an idea of how much work life balance, work supervision, and work environment contribute to the employee performance variable in the research model.

Table 8. R-Square Value

Variable	R Square
Employee performance	0.563
Work environment	0.290

The goodness of fit assessment is seen from the Q-Square value. The Q-Square value has an equivalent meaning to the R-Square in regression analysis, where the higher the Q-Square, the better the model can be said to be and more fit to use the data. The results of calculating the Q-Square value are:

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$$\begin{aligned} Q\text{-Square} &= 1 - [(1 - R^2_1) \times (1 - R^2_2)] \\ &= 1 - [(1 - 0.290) \times (1 - 0.563)] \\ &= 1 - (0.710 \times 0.437) \\ &= 1 - 0.310 \\ &= 0.690 \end{aligned}$$

Based on the calculation results of the Q-Square value of 0.690, this shows that the research model is able to explain around 69% of the diversity or variability contained in the research data. The remaining 31% of the variation can be influenced by other factors not included in the research model. From these results it can be concluded that the research model has good and positive goodness of fit. This indicates that the model is quite good at explaining the relationship between the variables studied based on existing data.

Direct Effect Test. Testing the significance of the influence between variables can be done by observing parameter coefficient values and T-statistic significance values, using the bootstrapping method as suggested by Latan & Ghazali (2016). The bootstrapping method is a statistical technique used to produce estimates of the sampling distribution of a statistic by resampling the data with replacement. This helps in calculating confidence intervals and significance values of parameter coefficients in the model, especially when the data distribution does not meet normal assumptions or when the sample size is relatively small. By using the bootstrapping method, research can test the significance of the influence between variables more robustly and obtain more accurate estimates related to the model being built.

Table 9. T-Statistics and P-Values

No.	HP	Variable	Original Sample	T Statistics (O/STDEV)	P Values
1	1	Work Life Balance - > Employee Performance	0.213	2,179	0.030
2	2	Work Life Balance - > Work Environment	0.538	6,732	0,000
3	3	Work Environment - > Employee Performance	0.614	5,480	0,000

T-Statistics P-Values Influence Hypothesis results based on the presentation of data in table 9, it can be observed that based on the 3 hypotheses proposed in the following research, all of them can be accepted because each effect shown has a P-Values value < 0.05. Which makes it possible to say that the exogenous variable influences the endogenous variable significantly. Below are details of the influence between variables:

The Effect of Work Life Balance on Employee Performance. Based on the data in the table above, it can be seen that the test of the Work Life Balance variable on employee performance produces a T statistics value of 2.179 with a p-value of 0.030. Because the p-value is 0.030 <

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0.05, H_0 is rejected, which means there is a significant influence of Work Life Balance on employee performance.

The Effect of Work Life Balance on the Work Environment. From the same table, it can be observed that the Work Life Balance variable test on the Work Environment shows a T statistics value of 6.732 with a p -value of 0.000. Because the p -value α ($0.000 < 0.05$), H_0 is rejected, indicating that there is a significant influence of Work Life Balance on the Work Environment.

The Influence of the Work Environment on Employee Performance. From the data in the table, it can be seen that the test of the Work Environment variable on employee performance shows a T statistics value of 5,480 with a p -value of 0.000. Because the p -value is smaller than α ($0.000 < 0.05$), H_0 is rejected, which shows that there is a significant influence of the work environment on employee performance.

Indirect Effect Test. Testing the indirect influence hypothesis was carried out using the bootstrapping re-sampling technique. Alternative approach to testing the significance of mediation (Bollen & Stine, 1990)

Based on these results, the indirect influence hypothesis will be tested:

Table 10. T-Statistics and P-Values

No .	HP	Variable	Original Sample	T Statistics (O/STDEV)	P Values
1	4	Work Life Balance -> Work Environment -> Employee Performance	0.330	3,914	0,000

Based on the results of the path coefficient calculation, it was found that: The total influence of Work Life Balance on employee performance through the work environment is obtained by a T statistics value of 3,914 with a p -value of 0.000. Because the p -value is smaller than α ($0.000 < 0.05$), H_0 is rejected, which means there is a significant influence of Work Life Balance on employee performance through the Work Environment.

Work Life Balance on Employee Performance. Based on the variable test, it was found that the T statistics value for the influence of Work Life Balance on employee performance was 2.179, with a p -value of 0.030. Because the p -value is $0.030 < 0.05$, H_0 is rejected, which means there is a significant influence of Work Life Balance on employee performance. Work Life Balance in employees shows a lack of balance between the workload received and personal time management. This highlights the importance of companies paying attention to Work Life Balance so that employees can manage their time well and reduce the workload that is too heavy, so that they can improve their performance. However, the results of this study are not in line with the findings of Rafsanjani et al. (2019), which states that Work Life Balance has no direct effect on employee performance. This opinion is different from Dina's (2018) research,

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which found that certain aspects of Work Life Balance, such as time balance, engagement and satisfaction, had a partially significant effect on employee performance. Another finding from Herlambang (2019) also states that Work Life Balance has no effect on employee performance. This shows variations in the influence of Work Life Balance on employee performance, where its implementation may not always provide consistent performance improvements.

The Effect of Work Life Balance on the Work Environment. Based on the variable test, the T statistics value for the influence of Work Life Balance on the Work Environment is 6.732, with a p-value of 0.000. Because the p-value is ($\alpha = 0.000 < 0.05$), H_0 is rejected, which means there is a significant influence of Work Life Balance on the Work Environment. Even though the Work Life Balance in employees feels unbalanced, the importance of a good work environment is very necessary in order to reduce the workload received by employees. In this way, employees can make good use of the work environment, it is hoped that positive changes will occur in improving their performance. The results of this research support the findings of Mardiani & Widiyanto (2021), who stated that Work Life Balance influences employee performance, and is in line with research by Kembuan et al. (2021), which shows that simultaneously Work Life Balance and Work Environment have a significant effect on Employee Performance at PT. Bank Sulutgo Main Branch in Manado.

Work Environment on Employee Performance. Based on the variable test, the T statistics value for the influence of the work environment on employee performance is 5,480, with a p-value of 0.000. Because the p-value is ($\alpha = 0.000 < 0.05$), H_0 is rejected, which indicates that there is a significant influence of the work environment on employee performance. It is important for companies to improve and be consistent in providing facilities to employees to create a good work environment. With a supportive work environment, employees will feel more comfortable, which is expected to contribute to improving their performance. The results of this research support the findings of Sofyan (2013), which states that the work environment influences employee performance in the BAPPEDA Office, and is also supported by research by Lestary & Harmon (2018), which found a moderate positive relationship between the work environment and employee performance in the Details Division Part Manufacture, Production Directorate of PT Dirgantara Indonesia (Persero), with a coefficient value of 0.438.

Work Life Balance on employee performance through the work environment. Based on the test results, the total influence of Work Life Balance on employee performance through the Work Environment obtained a T statistics value of 3,914 with a p-value of 0.000. Because the p-value is ($\alpha = 0.000 < 0.05$), H_0 is rejected, which indicates that there is a significant influence of Work Life Balance on employee performance through the Work Environment. Compared with the direct influence, the value of the indirect influence (0.330) is greater than the direct influence of Work Life Balance on employee performance (0.213). The statistical T value for the indirect effect (3.914) is also greater than the direct effect (2.179). This shows that Work Life Balance can improve employee performance if it is mediated by the Work Environment, or in other words, the Work Environment acts as a full mediation. The results of this study support the findings of Rahma et al. (2021), which states that the significance level for the variables Work Life Balance, Work Environment, and Job Satisfaction is less than 0.05 each, which indicates

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that all variables X have an influence on variable Y.

5. Conclusion

From the results of these tests and discussions, it was concluded that Work Life Balance needs attention in managing a balanced workload for employees, as well as support from a good and comfortable work environment. Work Life Balance can improve employee performance if the work environment plays a full mediating role. Therefore, steps that need to be taken include establishing a balanced workload, creating a comfortable work environment, supporting employee mental and physical health, improving communication and managerial support, providing career development opportunities, and recognizing and appreciating employee achievements. By implementing these steps, companies can ensure that the work environment supports Work Life Balance, which will ultimately improve employee performance significantly.

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