



Analysis of the Influence of Work-Life Balance Policy on Employee Performance in Service Companies

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ABSTRACT

This study investigates the effect of work-life balance on personnel performance in Service companies. The research method is qualitative method, sampling through observation and interview method, data analysis technique is multiple linear regression analysis. This research also shows the existence of concurrent influence, which indicates the existence of work- life balance variables that have a significant concurrent influence on employee performance

Keywords: *Employee Performance, Service Companies, Work-Life Balance*

INTRODUCTION

Everyone needs a life balance between personal life and work life (worklife balance). We work solely to make a living. The benefits are careers, unlimited knowledge and valuable experience. According to Mohanty Mohanty (2016), employees' work and personal lives become unbalanced as a result of natural changes in the workplace and changes in socio-cultural levels. Increasing demand, increasing awareness among women, increasing stress levels, increasing family levels have made it difficult for people to manage their work and family life. Aslani (2015) stated that the imbalance between work and personal life has a number of detrimental impacts on employee attitudes and behaviors, which in turn affects organizational performance and success. Therefore, organizations are now obliged to create a flexible work environment that allows employees to effectively balance their professional and personal responsibilities.

Worklife balance, which began to be known in 1986, is a meaningful expression about the balance between human needs to excel in the world of work and fulfill personal responsibilities. Based on the results of a survey conducted on 65 leading newspapers in the United States and 35 leading newspapers in the world, it was recorded that in the decade 1986-1996, the phrase worklife balance was only used in 35 articles. However, starting in 1997, articles on worklife balance experienced very rapid growth. very rapidly. The data above shows how much the community values this balance and this philosophy is adopted by Sribangun in carrying out its business activities.

Employee performance plays an important role in the continuity of the organization. In accordance with the opinion of Armstrong (2009) who stated that performance is the result of work that has a strong relationship with the strategic goals of the organization, customer satisfaction and contributes to the economy. Meanwhile, according to Mendis & Weerakkody (2017), employee performance is the ability of employees to do their jobs in a certain way that directs the organization and employees to achieve common goals.

It is difficult to achieve satisfactory employee performance because it depends on various factors, such as a high quality of work life. By actively involving employees in the decision-making process, they will develop a sense of responsibility and ownership over the decisions in which they are involved. According to Buono (1998), the quality of work life includes activities within the organization and can inspire employees to engage in tasks that contribute to the company's goals. Performance is defined as the quality and quantity of work achieved by an employee in accordance with the responsibilities given to him and company standards, according to Andriyani & Surjanti (2017).

Today, organizations are increasingly aware of the importance of retaining employees as a critical resource for the company's growth. In general, organizational commitment is a provision that is mutually

agreed upon by all personnel in an organization regarding the guidelines, implementation, and future goals to be achieved in cooperation. Sopiah (2008) defines organizational commitment as the extent to which employees take sides and adhere to organizational goals and tend to stay or leave.

Employees' desire to stay and thrive in the organization can also be influenced by a positive work-life balance. Commitment has an important role in improving employee performance in the company. This affirmation is consistent with the findings of research conducted by Folorunso et al. (2014), Rafiei et al. (2014), and Memari et al. (2013), which indicate a substantial relationship between organizational commitment and employee performance.

The companies that are currently in the process of development in Indonesia are quite diverse. The organization is engaged in various industrial fields. One of the fields that is quite advanced and developing in Indonesia is companies engaged in the service sector. In this case, the company faces obstacles in the form of employee performance results that exceed the claim target, even though there is a turnover of labor. Customers generate the most "Not Good" items in the first month, but this number decreases in the following month. Not

It is undeniable that the goals of every department in the organization will be affected by the results of this employee's performance. Therefore, it is crucial for organizations to implement measures to ensure their recovery. The researcher is interested in conducting research on the most dominant factor in this study that most affects employee performance in service companies, in connection with these problems.

METHOD

This research adopts a qualitative approach designed to understand the phenomena experienced by the research subjects, such as behaviors, perceptions, motivations, and actions. This approach is best suited for identifying and analyzing the problems faced by the subjects in their natural context using various natural methods. The population in this study consists of all employees of service companies, with the sample drawn using purposive sampling based on specific criteria, namely employees who have worked for at least one year. The research variables include the independent variable, which is work-life balance (X), and the dependent variable, which is employee performance.

Data collection is carried out in a natural setting, emphasizing in-depth interviews and documentation. The research utilizes both primary and secondary data sources. Primary data is gathered directly from the employees, who are the research respondents, through observation and direct interviews. Secondary data is obtained from literature, such as books, journals, and websites, to ensure the research's completeness. The data analysis involves statistical methods, including descriptive analysis, validity and reliability tests, simple linear regression analysis, and the t-test to determine the significance of the relationship between the independent and dependent variables.

RESULT AND DISCUSSION

The research structure of this study is as follows: variable X is an independent variable (Work-Life Balance) and variable Y is a dependent variable (Employee performance). The job satisfaction variable is positively influenced by variables related to work-life balance. In addition, the variable of job satisfaction is significantly influenced by work-life balance. Employee job satisfaction is also affected by work-life balance. Work-life balance is referred to as work-life balance. This concept is unique to each individual. This balance in the workplace is an important factor that can contribute to increased productivity. Work-life balance is a concept that includes the pursuit of pleasure, leisure, family, and spiritual development, in addition to ambition or career. It is hoped that the work-life balance program implemented by the company can improve employee performance so that it can inspire employees to fulfill their duties and responsibilities to the company with enthusiasm.

- a. "The Effect of Work-Life Balance and Flexible Work Arrangements on the Performance of Muslim Convection Employees" by Fadhila Saifullah (2020). The purpose of this study is to find out the impact of flexible work arrangements and work-life balance on employee performance. Explanatory research uses a quantitative methodology. A total of 35 respondents were included in the sample. Descriptive statistical analysis is used to analyze the data. Result T-test

It shows that the variables of work-life balance and flexible work arrangement have no effect on employee performance, as evidenced by a tcal value of -1.258 and a sig value. by 0.218 ($p > 0.05$). This shows that there is no influence between work-life balance and employee performance. The results of the t-test produced a tcal value of 2.625 and a sig. 0.013 ($P > 0.05$), which shows that there is no

- relationship between employee performance and flexible work arrangements.
- b. Wiwik Sismawati, Eisha Lataruva (2020) with the title "Analysis of the Influence of Work-Life Balance and Career Development on Turnover Intention of Generation Y Employees with Job Satisfaction as an Intervening Variable". The purpose of this study is to determine the influence of work-life balance and career development on the intention of Generation Y employees to quit their jobs at PT Bank Tabungan Negara Syariah Semarang by using job satisfaction as a mediation. IBM SPSS 23 with path analysis procedures is implemented in this investigation. The findings of this study show that turnover intention is significantly and negatively influenced by variables such as work-life balance and career development. Job satisfaction is significantly and positively influenced by work-life balance and career development. Furthermore, the intention to change jobs is significantly and negatively influenced by job satisfaction.
 - c. Tuti Fatimah (2023) with the title "Analysis of the Influence of Work-Life Balance and Person Job Fit on Affective Organizational Commitment." The purpose of this investigation was to examine the impact of affective organizational commitment on job performance and the impact of work-life balance and work-personal suitability on affective organizational commitment. Data analysis was carried out using a questionnaire filled out by 97 employees of PT Asiatrust Technovima Qualiti. Using Smart PLS 3.0, hypothesis testing uses structural equation modeling. The findings suggest that affective organizational commitment has a positive impact on job performance, and work-life balance and fit between people and work have a positive impact on affective organizational commitment.
 - d. Pasamar, S., & Valle Cabrera, R. (2013). With the title "Work-life balance in the face of challenging financial and economic conditions." The purpose of this investigation is to classify organizations according to their perception of institutional pressures on companies to improve work-life balance in a challenging environment with challenging financial and economic conditions. Investigation methodology The cluster analysis was carried out using survey data from 146 Spain private companies in various industries. This analysis unequivocally shows the existence of three distinct groups of companies, which are differentiated based on their perception of normative, mimetic, and coercive pressures, as well as the characteristics of these groups. A company's perspective on work-life balance depends on their assessment of institutional pressures.
 - e. El Akmal, M., Marpaung, W., Manurung, Y. S., and Mirza, R. (2021). The article is titled "Working from home during the pandemic & work-life balance: A perspective of married working women." The purpose of this study was to determine the correlation between marital satisfaction, work tension, and work-life balance in married working women during the pandemic. This study is quantitative and uses Pearson Product Moment Correlation Analysis. The results were as follows: work-life balance and work stress ($r = -0.559$, p

CONCLUSIONS

Work-life balance affects employee performance. Work-life balance affects organizational commitment. Organizational commitment affects employee performance, and organizational commitment can mediate the influence of work-life balance on employee performance. In this case, the company must involve employees in the organization's decision-making process. The process by which employees participate in decision-making makes employees feel valued and learns to develop their ability to solve their organizational problems, motivates employees to improve their performance in the organization, maintains their employees' organizational commitment by analyzing what they have made of the employee's needs, and from the work needs and from the material or social expectations of a particular employee from the need to be paid. Because when an organization pays employees for its performance, it is directly proportional to the contribution made to the organization in terms of performance and commitment to the organization.

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