

The Influence of Work Life Balance, Work Environment and Work Motivation on Employee Performance at PT. Tuuk Maju Bersama

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Abstract

This research aims to find out whether work life balance, work environment and work motivation have a significant effect on employee performance at PT Tuuk Maju Bersama. The type of research used is quantitative research. The population in this study was 60 people. Data analysis techniques in this research use validity test techniques, reliability tests, t tests and f tests. This research shows that the t test results of work life balance have no and no significant effect on employee performance with t count $0.988 < t \text{ table } 2.301$, the work environment has a significant and influence on employee performance with t count $4.927 > t \text{ table } 2.301$, work motivation has a significant effect on employee performance with t count $3.708 > t \text{ table } 2.301$. F test results from work life balance, work environment and work motivation on employee performance at PT Tuuk Maju Bersama, namely f count $22.981 > f \text{ table } 2.766$ so that simultaneously it has an influence and is significant.

Keywords: Work Life Balance; Work Environment; Work Motivation and Performance.

1. Introduction

Currently, all businesses, whether private companies, regional companies, or state-owned companies, are required to produce products and services of the best quality so that they can generate maximum profits (). Human resources (HR) are the main component in an organization which plays an important role in every activity operated by an organization (Wibowo, 2021). Human resources play a very important role in a company, because people are living assets that need to be cared for and managed as well as possible (Busro, 2018). Human resources make the largest contribution of all resources used to support a business. Strengthening the productive contribution of individuals or workers to a company or organization in a way that is strategically, ethically and socially responsible is the goal of human resources (Edi Maszudi, Indra Kusdarrianto, 2021). Effective and high-quality human resources are expected to help companies achieve greater advantages over their competitors (Budiasa, 2021). Therefore, companies must have superior human resources in order to achieve the company's goals (Maharani et al., 2023)

Work-life balance (work and personal life balance), a situation where a person can control and divide their responsibilities towards their work, personal life and family, as well as other responsibilities so that there is no conflict between work and family life, they can be more productive, and more loyal to their work (Mardiani & Widiyanto, 2021). Work-life balance can help a worker to regulate energy balance between personal needs, work, family life. According to (Rifadha, 2019) work-life balance is an individual's capability to fulfill the duties of his work as well as demands from outside work, and this makes the individual

happy. Work-life balance is also a way for employees to have a healthy and useful lifestyle, so that this can influence their performance improvement (Larasati et al., 2019)

The work environment is also a factor that influences employee performance, the work environment is the entire work facilities and infrastructure around employees who are carrying out work which can influence the implementation of work including the work place, facilities, cleanliness, lighting, peace, including work relationships between people. -people in that place. (Hasibuan & Bahri, 2018). A good and conducive work environment makes employees feel at home in the room and feel happy and enthusiastic about carrying out each of their tasks so that boredom and boredom at work will be reduced (Dharmawan, MM., 2017).

Work motivation is also one of the factors that influences employee performance (Hasibuan & Bahri, 2018) because motivation has a big influence on employee performance, employees are motivated to do their work enthusiastically, passionately and dedicatedly (Salju & Qamaruddin, 2023). According to (Hermani, 2017) Motivation is a behavioral activity that works in an effort to fulfill desired needs. To get optimal performance from its employees, companies do various things that can encourage employee motivation (Nurdin & Djuhartono, 2021). Effective motivation needs to be given to employees. So that employees do not always complain about trivial things, do not violate any rules given by the company and also do not blame each other among employees (Hermani, 2017).

Performance is the willingness of a person or group of people to carry out an activity and perfect it according to their responsibilities with the expected results (Edi Maszudi, Indra Kusdarrianto, 2021). The increasing targets and complexity of products ordered by customers require high performance and reliable workforce to carry out the work (Mardiani & Widiyanto, 2021).

Based on the results of previous research conducted by (Ngalimun et al., 2022), (Muliawati & Frianto, 2020), (Rahma et al., 2021), (Mardiani & Widiyanto, 2021) and (Natakusumah, M. Omarreyhan, Hidayatullah, Syarif, Hidayatullah, Windhyastiti, Irary, Sudibyo, 2020), (Adha et al., 2019) work life balance and the work environment has a significant and influential effect on employee performance. This is different from the opinions of (Kembuan et al., 2021), (Verdy Febrian Cahyo Utomo, Afi Racmat Slamet, 2020), (Ardiansyah & Surjanti, 2020) and (Rochim, 2019) who stated in their research that work life balance has no and significant effect on employee performance. Based on previous research, researchers conducted re-research by adding employee work motivation variables as a novelty in this research.

PT. Tuuk Maju Bersama is a business that operates in the field of food and beverage and has been established since 2018. Starting from a small sales cart located at Pancasila Square and starting from its phenomenal menu, namely Thai tea which is specially formulated and pays attention to quality, now PT. Tuuk Maju Bersama succeeded in establishing Tuuk Tea and Tuuk Eatery. Of course, this success can be achieved through employee performance. Based on information, the number of employees at PT Tuuk Maju Bersama has now reached 60 people.

Based on the description above, in the context of research with the title "The Influence of Work Life Balance, Work Environment and Work Motivation on Employee Performance at

PT Tuuk Maju Bersama". This research was conducted in 2023. The problem studied: how is the influence work life balance on the performance of PT Tuuk Maju Bersama employees? How does the work environment influence the performance of PT Tuuk Maju Bersama employees? How does work motivation influence the performance of PT Tuuk Maju Bersama employees? is work life balance, the work environment and work motivation have a significant partial or simultaneous effect on the performance of PT Tuuk Maju Bersama employees?

Theoretical basis

Work Life Balance

Term work life balance (work-life balance) was first used in the UK in the late 1970s to describe the balance between work life and personal life (Kaimudin et al., 2016). According to (Al-Hawary et al. (2023), work-life balance is defined as organizational support for aspects of employees' personal lives, such as flexible working hours, caring for dependents, and relating to family/personal leave. In the field of employment, workers must not only work on time but also quickly and uphold professional principles. Meanwhile, in the personal realm, the status of workers has changed to that of social beings. Work life balance aims to guide employees to achieve a balance between their work at work and their personal lives, according to Wambui Dalam (Ardiansyah & Surjanti, 2020).

Work-life balance has a positive effect on job satisfaction, where the more work-life balance in a company increases, the greater the level of job satisfaction felt by employees (Junaidin et al., 2019) Work-life balance can be considered important because many companies now realize that employees face roles and problems outside their work as well as in their own workplace (Tumbel, 2015). Work-life balance Not only can it increase productivity, but it can also increase company loyalty and job satisfaction. There are indicators to measure work-life balance according to Greenhaus, J. H., Collins, K. M., & Shaw, J. D. 2003 in (Nugraha, 2019) consists of time balance (time balance), involvement balance (balance of involvement), and satisfaction balance (satisfaction balance).

Work environment

Providing a comfortable and safe environment for all employees is a good manifestation of a company. The work environment is an important thing that companies need to pay attention to, because the work environment is one of the keys to success for a company (Mardiani & Widiyanto, 2021). The work environment is the condition surrounding the workplace, both physical and non-physical, which can give a pleasant, safe, and reassuring impression to employees, which can influence employees to carry out their duties (Aruan & Fakhri, 2015). Not much different from what was stated by (Dharmawan, MM. 2017) that the work environment is the condition around the company, both physically and non-physically that can give a pleasant, safe, and reassuring impression, so that good working environment conditions will make employees feel comfortable at work. A comfortable impression of the work environment in which the employee works will reduce feelings of boredom at work.

A comfortable work environment makes employees feel safe and maximizes their performance. How employees fulfill their duties for the company is directly influenced by their work environment. If employees feel comfortable in their work environment, they will be happier carrying out activities and completing tasks in their workplace (Jodie Firjatullah et al., 2023). The work environment consists of a series of conditions or circumstances in the

workplace of a company where employees work (Elizar, E. et al., 2018). The indicators used to measure the work environment, according to Nitisemito, are: work atmosphere, relationships with colleagues, and availability of work facilities (Abner Naa, 2017).

Work motivation

Work motivation is encouragement and stimulation that encourages someone to work in order to fulfill their needs. Another term, motivation, can be defined as a motive or internal driving factor that comes from within a person to encourage and direct the behavior or actions they will carry out (Rosmaini et al., 2019). Motivation is something that can encourage someone to do something because of their will and willingness to work (Junaidin et al., 2019). To help create a conducive work environment in a company, motivation can encourage an employee to carry out their work in the most effective way in accordance with the goals set by their superior (Kurniawan, Resa Adji et al., 2019).

Motivation is a driving force of desires, support, or needs that can fuel enthusiasm and motivate a person to act in a certain way that leads to an optimal direction, reducing and satisfying the impulse itself (Jufrizen, 2021). Indicators of work motivation, according to Sastrohadiwiryo (Saleh & Utomo, 2018), include: performance, rewards, challenges and responsibilities, development, involvement and opportunities.

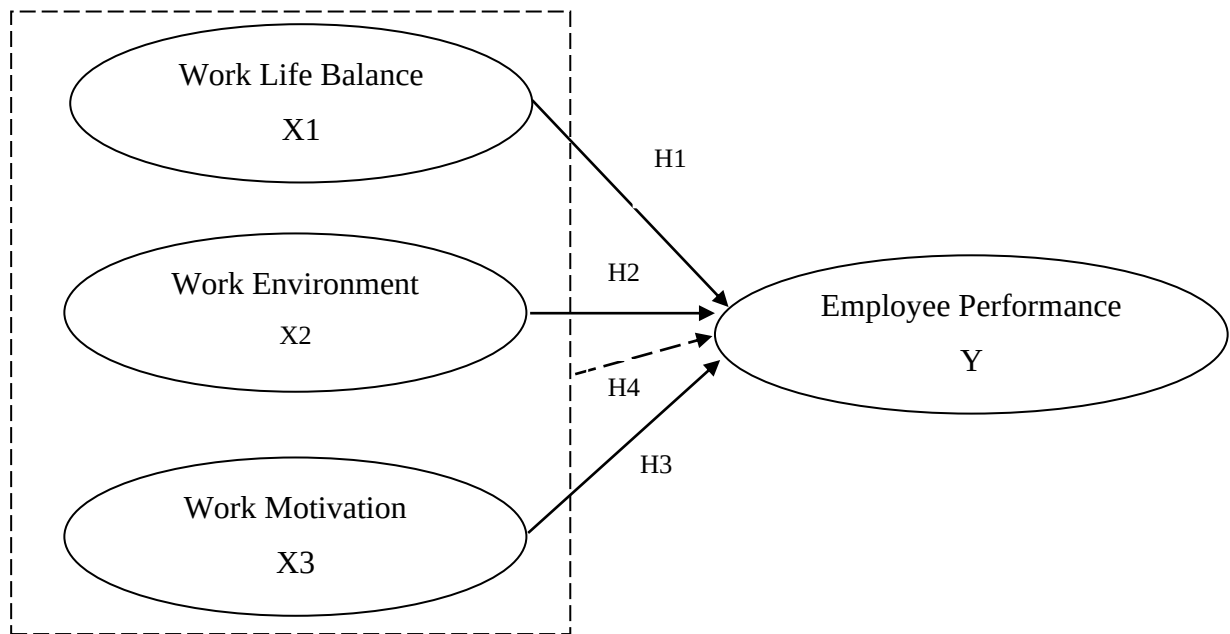
Employee performance

Employee performance is very important for a company. (Sadat et al., 2020) define performance as an employee's work behavior as demonstrated by his work performance over a certain period of time in accordance with his role within the company. Performance is known as the quality of behavior that is oriented towards the results of tasks and work, in other words, performance is the attitude and behavior of employees towards their work, and their orientation in carrying out their work determines the results of their work in an organization (Nizamuddin et al., 2018).

Performance is the result or level of success of a person in completing a task over a certain period of time compared to various possibilities, such as work standards, targets, or target criteria (Hadi Mousavi, 2020). Mathis-Jackson (Hermansyah & Indarti, 2015) emphasized that performance is basically what workers do and do not do. Employee performance is more than just information for companies to use to determine promotions and salaries. However, how can companies make plans to motivate employees and reverse avoidable declines in performance (Elizar, E., et al., 2018) According to them, the elements of employee performance indicators include: others include: quantity, quality, reliability, presence, and ability to work together.

Conceptual Framework

This research was prepared with the aim of describing the influence of work life balance, work environment, and work motivation on employee performance at PT Tuuk Maju Bersama. After discussing the theoretical basis, the author creates a conceptual framework as follows:



Hypothesis

The hypothesis in this research is as follows:

H1: Allegedly, Life balance has a positive and significant effect on PT Tuuk Maju Bersama employee performance.

H2: It is suspected that the work environment has a positive and significant effect on the performance of PT Tuuk Maju Bersama employees.

H3: It is suspected that work motivation has a positive and significant effect on employee performance at PT Tuuk Maju Bersama.

H4: Allegedly, Work balance, work environment, and work motivation have a positive and significant effect on PT Tuuk Maju Bersama employee performance.

2. Methodology

The type of research used is quantitative research. Data collection from respondents was carried out using questionnaires, which were distributed directly. The questionnaire used in this research is an open research questionnaire (*open questionnaire*), where respondents are free to provide the answers contained in the questionnaire.

The population in this study were employees of PT Tuuk Maju Bersama, totaling 60 people. This research uses a saturated sampling technique. In determining the sample, the entire population is used as a sample, this is often done when the population is relatively small. In this quantitative research, researchers used a questionnaire as an instrument to obtain significant data. The questionnaire instrument in this research uses a Likert scale to measure work life balance, work environment, and work motivation in relation to employee performance. Variables measured using a Likert scale are described as indicator variables. Furthermore, these indicators are used as benchmarks when making questions or statements. The answers to each instrument item range from strongly agreeing to strongly disagreeing. The data analysis technique in this research is quantitative analysis using validity test

techniques, reliability tests, and multiple regression analysis, namely the t test and f test with the SPSS20 program.

3. Result and Discussion

Validity test

Variables	Indicator	r Count	r Table	Information
Work life balance (X1)	X1.1	0,607	0,254	Valid
	X1.2	0,685	0,254	Valid
	X1.3	0,740	0,254	Valid
	X1.4	0,698	0,254	Valid
	X1.5	0,439	0,254	Valid
	X1.6	0,336	0,254	Valid
	X1.7	0,380	0,254	Valid
Work Environment (X2)	X2.1	0,726	0,254	Valid
	X2.2	0,802	0,254	Valid
	X2.3	0,589	0,254	Valid
	X2.4	0,793	0,254	Valid
	X2.5	0,716	0,254	Valid
Work Motivation (X3)	X3.1	0,557	0,254	Valid
	X3.2	0,688	0,254	Valid
	X3.3	0,715	0,254	Valid
	X3.4	0,560	0,254	Valid
	X3.5	0,474	0,254	Valid
	X3.6	0,403	0,254	Valid
	X3.7	0,436	0,254	Valid
	X3.8	0,452	0,254	Valid
	X3.9	0,418	0,254	Valid
	X3.10	0,478	0,254	Valid
Employee Performance (Y)	Y1	0,642	0,254	Valid
	Y2	0,614	0,254	Valid
	Y3	0,569	0,254	Valid
	Y4	0,600	0,254	Valid
	Y5	0,599	0,254	Valid
	Y6	0,389	0,254	Valid

Table 1. Validity Test Results

Validity tests are carried out to ensure whether the instrument or questionnaire can measure research variables correctly (Saleh & Utomo, 2018). An instrument is said to be valid if $r \text{ count} > r \text{ table}$ at a significance level of 0.05 and if $r \text{ count} < r \text{ table}$ then the instrument is considered invalid. The validity test results in table 1 show that all statement instruments have a calculated r value $> r \text{ table}$, namely $r \text{ table} > 0.254$ and $\text{sig} < 0.05$, so it can be concluded that all statement instruments are valid.

Reliability Test

Variables	Cronbach's Alpha	Comparison Alpha	Information
Work Life Balance	0,727	0,6	Realibel
Work Environment	0,786	0,6	Realibel
Work Motivasion	0,724	0,6	Realibel
Employee Performance	0,727	0,6	Realibel

Tabel 2. Reliability Test Results

Reliability is an index that shows how reliable or trustworthy an instrument is. The statistical results of Cronbach's alpha (α) can be used to find out how reliable a research variable is. A variable is said to be reliable if the Cronbach Alpha value is > 0.6 (Ghozali, 2011:48) (Gunawan, 2016), so it is said to be unreliable if the value of Cronbach's alpha is < 0.6 . The results of the reliability test above show that each variable is declared reliable because the Cronbach's alpha value is > 0.60 . So it can be concluded that all variables are reliable.

Multiple Linear Regression

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.820	3.991		-.205	.838
TOTAL_X1	.101	.102	.116	.988	.328
TOTAL_X2	.485	.098	.547	4.927	.000
TOTAL_X3	.299	.081	.361	3.708	.000

a. Dependent Variable: TOTAL_Y

Table 3. Multiple Linear Regression Results

Based on the results above, the following equation can be formulated:

$$Y = -0.820 + 0.101 X1 + 0.485 X2 + 0.299 X3 + e.$$

From the equation above, it can be explained that:

a. Constant value (α)

The value of the constant (α) is -0.820, meaning that if the variables work Life Balance (X1), Work Environment (X2), and Work Motivation (X3) are ignored or equal to 0, then this number shows the value of Employee Performance (Y) is -0.820.

b. Work Life Balance Variable Regression Coefficient Value (β_1)

Variable regression coefficient value work life balance (X1) equal to 0.101 means that when work life balance increases by 1 unit, employee performance (Y) will increase by 0.101.

c. Work Environment Variable Regression Coefficient Value (β_2)

The regression coefficient value for the work environment variable (X2) is 0.485, meaning that if the work environment (X2) increases by 1 unit, then employee performance (Y) will increase by 0.485.

d. Regression Coefficient Value of Work Motivation Variable (β_3)

The regression coefficient value for the work motivation variable (X3) is 0.299, which means that if work motivation (X3) increases by 1 unit, then employee performance (Y) will increase by 0.299.

Hypothesis testing

T Test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.820	3.991		-.205	.838
1 TOTAL_X1	.101	.102	.116	.988	.328
TOTAL_X2	.485	.098	.547	4.927	.000
TOTAL_X3	.299	.081	.361	3.708	.000

a. Dependent Variable: TOTAL_Y

Table 4. T Test Results

The purpose of the t test is to determine whether the influence of the independent variable on the dependent variable is significant (Tannady, 2019). If $t_{\text{count}} > t_{\text{table}}$, then H_0 is rejected and H_a is accepted, so it is said to have an influence and significance between the independent variable and the dependent variable. If $t_{\text{count}} < t_{\text{table}}$, then H_0 is accepted and H_a is rejected, so it is said to have no effect and is not significant between the independent variables and the dependent variable.

First Hypothesis Testing (H1); Influence Work Life Balance On Employee Performance.

It is known that the Sig. value for the effect of X1 on Y is $0.328 > 0.05$ and the calculated t value is $0.988 < t_{\text{table}} 2.301$, so it can be concluded that H1 is rejected, which means that there is no influence between X1 and Y, which means that work life balance has no effect and is not significant when tested partially. So that even though work-life balance is implemented appropriately and is beneficial, it has not been able to influence the increase in employee performance variables, this is in line with previous research conducted by (Ardiansyah & Surjanti, 2020) entitled "The Effect of Work Life Balance on Employee Performance Through Organizational Commitment in Employees of PT. BHINNEKA LIFE INDONESIA Surabaya Branch" which says that Work Life Balance has no relationship to Employee Performance.

Second Hypothesis Testing (H2); The Influence of the Work Environment on Employee Performance.

It is known that the Sig. value for the effect of X2 on Y is $0.000 < 0.05$ and the t value is $4.927 > t_{\text{table}} 2.301$, so it can be concluded that H2 is accepted which means that there is an influence between X2 and Y, which means that the work environment has an effect and is significant on Employee Performance, this is in line with previous research conducted by (Hasibuan & Bahri, 2018) in his research entitled "The Effect of Leadership, Work

Environment and Motivation on Performance" which states that the Work Environment partially has a significant effect on performance.

Third Hypothesis Testing (H3); The Influence of Work Motivation on Employee Performance.

It is known that the Sig. value for the effect of X3 on Y is $0.000 < 0.05$ and the t value is $3.708 > t \text{ table } 2.301$, so it can be concluded that H3 is accepted, which means that there is an influence between X3 and Y, which means that work motivation has a significant effect on employee performance. This is in line with previous research conducted by (Hasi et al., 2020) in his research entitled "The Effect of Work Environment, Work Culture and Work Motivation on Employee Performance at the North Labuhanbatu Regency Fire Department" which states that Work Motivation has a significant effect on Employee Performance.

F Test

The f test aims to determine whether there is a significant influence of the independent variables together on the dependent variable (Mardiatmoko, 2020). It is said to be significant if the sig value is < 0.05 and it is said to have a joint influence if f count $> f \text{ table}$.

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	100.235	3	33.412	22.981	.000 ^b
Residual	81.415	56	1.454		
Total	181.650	59			

a. Dependent Variable: TOTAL_Y

b. Predictors: (Constant), TOTAL_X3, TOTAL_X2, TOTAL_X1

Table 5. F Test Result

Fourth Hypothesis Testing (H4); Influence Work Life Balance, Work Environment and Work Motivation on Employee Performance

Based on the test results above, calculated $f = 22.981 > \text{table } f = 2.766$. so that work life balance (X1), work environment (X2) and work motivation (X3) are stated to simultaneously influence employee performance (Y), which means that H0 is rejected and H4 is accepted so that Work Life Balance, Work Environment and Work Motivation have a significant effect simultaneous impact on employee performance.

4. Conclusion and Suggestion

The theme of this research is the effect of work life balance, work environment, and work motivation on employee performance at PT Tuuk Maju Bersama. The research was conducted in 2023. Based on the results of the partial analysis discussed above, it can be concluded that *work life balance* has no effect and is not significant on employee performance (H1 is rejected), so even though PT Tuuk Maju Bersama has implemented *work life balance* well and conducively, it still cannot increase the impact on employee performance variables. The work environment has a significant influence on employee performance (H2 is accepted), so the work environment at PT Tuuk Maju Bersama has an influence on employee performance. Work motivation has a significant and influential effect on employee performance (H3 is accepted), so work motivation at PT. Tuuk Maju Bersama can have an

impact on employee performance. Influence *work life balance*, the work environment, and work motivation are simultaneously stated to have a significant and influential effect on employee performance, so that (H4 is accepted).

Employees are expected to improve their work-life balance by starting to get used to spending time after work doing fun activities with family or friends. The company always improves the work environment to create a comfortable and healthy work environment for employees and increases work motivation by giving appreciation to employees so as to encourage employee enthusiasm which has an effect on improving employee performance. Future researchers can add other variables that are considered to have an influence on employee performance in order to develop this research further

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