

THE INFLUENCE OF WORK-LIFE BALANCE AND MOTIVATION ON EMPLOYEE PERFORMANCE ACROSS ALL DISTRICTS IN THE ISLAND OF SEBATIK

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Abstract

The purpose of this study is to analyze the influence of work-life balance on employee performance with motivation as a moderator. The study aims to determine and analyze whether motivation plays a role in improving employee performance across all districts in the island of Sebatik, as well as to determine and analyze whether motivation moderates the relationship between work-life balance and employee performance in all districts in the island of Sebatik. The research method used in this study is quantitative research. The population in this study consists of all Civil Servants in all districts on the island of Sebatik, totaling 110 employees. The sampling method used is census technique, which includes all 110 elements being investigated. Therefore, it analyzes all objects, all indicators, all events, and incidents. The data used in this study is primary data, collected through the distribution of questionnaires. The data analysis technique used in this study is quantitative data analysis using statistical methods. The statistical method used is Partial Least Square (PLS). The research findings indicate that there is a significant positive influence of motivation on improving employee performance across all districts in the island of Sebatik. However, motivation does not moderate the relationship between work-life balance and employee performance in all districts on the island of Sebatik. Therefore, motivation is not a moderating variable in this study. This means that motivation cannot strengthen or weaken the relationship between work-life balance and employee performance.

Keywords: *Work-life balance; Motivation; Employee performance*

1. INTRODUCTION

One of the key factors to the success of a company lies in the quality of its human resources (HR), depending on how the employed employees can enhance the company's value. If the company's human resource management is weak and lacks support from qualified personnel, then money or other resources such as capital, technology, and natural resources, no matter how complex, will not yield optimal results. Without the reliable operational performance of human resources (HR), the outcomes will be in vain, as the quality of human resources is crucial in developing the performance of professional staff, making HR management an integral factor in the banking sector.

Employees or workforce of a company refer to any individuals who are engaged in work activities within the age range of 15 to 64 years, or it can be defined as the total number

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of inhabitants in a country involved in the production of goods and services. When there is a demand, the workforce of that country is engaged or involved in those activities (Zanah & Sulaksana, 2016).

According to Suwati (2013), compensation refers to the total amount received by an employee as a result of job implementation in a company, in the form of money or other forms, such as salary, wages, bonuses, incentives, and other allowances (e.g., health benefits, vacation allowances, meal allowances, holidays), organizational payments, and others.

To achieve the company's targets, it is not only determined by a good business management strategy, created creativity and innovation, or visible facilities within the company, but there is a crucial element in the process of aligning the factors possessed by the company in terms of goal acquisition, namely human resources. This factor mobilizes all the factors that the company already possesses in order to achieve the company's target through the prescribed method.

Motivation originates from the Latin word "movere," which means to motivate, urge, or direct. It also signifies how to provide encouragement to followers or subordinates to work to their fullest potential or work diligently. According to Robbins (2006), motivation is an intense, individualistic, directional, and continuous process of their efforts to achieve their goals. According to Douglas & Morris, Gabriela Rusua, et al. (2014), the indicators of motivation are as follows: There are four types of work motives: the need for income, the need for rest, and the need for relaxation, as well as the benefits and incentives for work. According to Sedarmayanti (2016), there are three types of motivation: primary motivators, semi-primary motivators, and intangible driving forces.

It can be concluded that work performance yields Benefits for both the company and its employees. For employees, work performance can create a sense of self-satisfaction. Meanwhile, for the organization, work performance holds significant advantages as it facilitates decision-making processes in achieving the company's goals.

According to Hudson, as cited in Nur and Kadarisman (2016: 61), Work-life Balance refers to the level of satisfaction associated with the dual roles in an individual's life. Generally, Work-life Balance is connected to maintaining equilibrium and preserving all aspects within a human life. Therefore, it can be concluded that Work-life Balance is the equilibrium between work and life, where the level of employee satisfaction is measured based on the extent of their involvement in both personal and professional aspects of life.

Mangkunegara (2018:42) defines performance (work achievement) as the qualitative and quantitative results achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them.

According to Afandi (2018:83), performance refers to the work outcomes that can be achieved by an individual or a group of individuals within a company, based on their respective authorities and responsibilities, in efforts to achieve the organization's goals in a legal manner, without violating laws, and in alignment with moral and ethical standards. The

dimensions and indicators, as outlined by Mangkunegara (2018:42), are as follows: quantity of work, quality of work, collaboration, initiative.

The researchers conducted a study in all districts on the island of Sebatik, namely Sebatik Induk District, Sebatik Utara District, Sebatik Tengah District, Sebatik Timur District, and Sebatik Barat District. Districts are administrative divisions in Indonesia under regencies or cities. Districts oversee the activities carried out by village officials in the field of governance and provide administrative services to the community. Work-life balance is one of the important factors that play a role in job satisfaction and quality of life for individuals, including those who work as employees. Therefore, work-life balance needs to receive special attention from companies. Hence, there is a need for recognition so that human resources can function optimally, including fair compensation, employees with high motivation in their work, and sufficient work experience, in order to achieve the company's targets.

Table 1 Employee Performance All Districts in the Island of Sebatik 2022

No.	Subdistric	Criteria	Target	Realization
1.	Middle Sebatik	Presence	100%	60%
		Lateness	100%	40%
		Service Accuracy	100%	30%
2.	East Sebatik	Presence	100%	75%
		Lateness	100%	45%
		Service Accuracy	100%	64%
3.	Main Sebatik	Presence	100%	85%
		Lateness	100%	15%
		Service Accuracy	100%	80%
4.	North Sebatik	Presence	100%	80%
		Lateness	100%	20%
		Service Accuracy	100%	75%
5.	West Sebatik	Presence	100%	75%
		Lateness	100%	25%
		Service Accuracy	100%	75%

Source: All Districts in the Island of Sebatik

Based on the data obtained from all districts on the island of Sebatik, the differences in the locations of the districts scattered across Sebatik Island can affect the performance of their employees. The performance of employees in district offices located in remote areas such as Middle Sebatik District in Ajikuning and East Sebatik District in Sungai Nyamuk would certainly differ from the performance of employees in districts located in easily accessible locations by the community, such as Main Sebatik District in Tanjung Karang, West Sebatik District in Binalawan, and North Sebatik District in Sungai Pancang. This also has an impact on the motivation experienced by their employees.

2. RESEARCH METHOD

This research employs a quantitative research approach that focuses on hypothesis testing to discover the truth of the hypotheses. Subsequently, statistical tests are conducted to provide accurate data information and explanations for further analysis (Sugiyono 2010:11).

The population of this study consists of all districts on Sebatik Island, and the selected sample comprises 110 employees on Sebatik Island using a saturated sampling technique.

The variables used in this research are work-life balance as the independent variable, employee performance as the dependent variable, and motivation as the moderating variable. The statistical analysis utilized is Structural Equation Modeling (SEM) with the assistance of SmartPLS software.

3. RESULTS AND DISCUSSION

3.1 Instrumen Test Results

3.1.1 Cronbrach Alpha Reliability and Composite Reliability

Reliability measurement can be conducted through a single shot or single measurement. Cronbach's Alpha is a tool used to measure reliability. If Cronbach's Alpha > 0.6, then the variable can be considered reliable (Egita, E., & Magfiroh, 2018).

The statistic used in composite reliability or construct reliability is the value of composite reliability, where a value of 0.7 indicates that the construct possesses a high level of reliability or measurement consistency. A threshold value of 0.7 or higher is deemed acceptable, and values above 0.8 and 0.9 are considered highly satisfactory (Jufrizen & Rahmadhani, 2020).

Table 2. Cronbrach Alpha Reliability and Composite Reliability

Variable	Cronbrach Alpha	Composite Reliability
X1	0,755	0,835
X2	0,772	0,846
Y	0,713	0,811

Source: Primary data processed, 2023

Based on the table above, each measured variable has a Cronbach's Alpha value >0.6 and a Composite Reliability value >0.7, indicating that all variables are considered valid and reliable. The analysis results are as follows:

1. The work-life balance variable is reliable, as it has a Cronbach's Alpha value of 0.755 >0.6 and a Composite Reliability value of 0.766 >0.7.
2. The motivation variable is reliable, as it has a Cronbach's Alpha value of 0.772 >0.6 and a Composite Reliability value of 0.846 >0.7.
3. The employee performance variable is reliable, as it has a Cronbach's Alpha value of 0.713 >0.6 and a Composite Reliability value of 0.811 >0.7.

Therefore, it can be concluded that based on the values of Cronbach's Alpha and Composite Reliability for each variable, they are considered reliable in this study.

3.1.2 Average Variance Extracted (AVE)

AVE (Average Variance Extracted) reflects the amount of variance that can be explained by the items compared to the variance caused by measurement error. The standard criterion is that if the AVE value is above 0.5, the construct can be considered to have good convergent validity. This means that the latent variable can account for more than half of the variance of the indicators on average (Jufrizen & Rahmadhani, 2020).

Table 3. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
X1	0,504
X2	0,531
Y	0,592

Source: Primary data processed, 2023

The conclusion of the Average Variance Extracted testing is as follows:

1. The work-life balance variable is reliable because the AVE value for work-life balance is $0.504 > 0.5$.
2. The performance variable is reliable because the AVE value for performance is $0.531 > 0.5$.
3. The financial compensation variable is reliable because the AVE value for financial compensation is $0.592 > 0.5$.

3.1.3 T-test

The t-test statistic is used to determine the extent of the influence of independent variables on the dependent variable. The criterion used is to compare the significance level with an alpha (α) of 0.05. Alternatively, if the calculated t-value is less than the tabulated t-value at a significance level of $\alpha=0.05$, then the independent variable has a significant effect on the dependent variable. On the other hand, if the calculated t-value is greater than or equal to the tabulated t-value at a significance level of $\alpha=0.05$, then the independent variable does not have a significant effect (Egita, E., & Magfiroh, 2018).

Table 4 T-test

Variable	Original Sample	Sample Mean	Standar Deviation	T Statistic	T Table	P Value
X1 -> Y	0,705	0,722	0,051	13,853	1,65882	0,000
X2 -> Y	0,414	0,435	0,083	5,003	1,65882	0,000

Source: Primary data processed, 2023

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The conclusion from the T-test values in the table above is as follows:

1. Work-life balance on performance: T-test = 13.853 > T-Table = 1.65882 (calculated t-value > tabulated t-value) with a P-value < 0.05, specifically 0.000, indicating that the influence of X1 on Y has a positive and significant effect.
2. Motivation on performance: T-test = 5.003 > T-Table = 1.65882 (calculated t-value > tabulated t-value) with a P-value < 0.05, specifically 0.000, indicating that the influence of X2 on Y has a positive and significant effect.

3.2 Discussion

3.2.1 The Influence of Work-Life Balance on Performance

From the T-test analysis results, the work-life balance variable has a positive and significant effect on performance. This is evident from the T-test value of work-life balance on performance, which is 13.853 > T-Table = 1.65882 (calculated t-value > tabulated t-value), with a P-value < 0.05, specifically 0.000, indicating a positive and significant influence of X on Y. This opinion is consistent with the findings of a study conducted by Siahaan (2013), which showed that work-life balance not only affects organizational effectiveness but also the attitudes, behaviors, and well-being of employees. Work-life balance is an important factor in increasing employee productivity and has been proven to have a positive impact on overall organizational performance. According to Rene and Wahyuni (2018), work-life balance significantly influences job satisfaction. This is because work-life balance, organizational commitment, job satisfaction, and work motivation all have a positive and significant effect on employee performance.

The results of this study indicate that work-life balance has a positive and significant effect on employee performance. Maintaining a balance between personal life and work can help reduce stress and prevent workplace fatigue, as stress is a common problem in the workplace. With a proper balance, employees can utilize their work time more productively. Unmet work-life balance can decrease employee productivity. Working excessively for long hours can lead to physical and mental fatigue. Fatigue can cause individuals to become less focused and prone to making mistakes.

Work-life balance is a condition in which an individual achieves a balance between work and personal life by dividing time between personal matters and work. This is crucial for employees, as excessive work can lead to stress and even depression.

3.2.2 The Influence of Motivation on Performance

A simultaneous test was conducted to demonstrate whether variable X2 (motivation) could influence the impact of variable Y (employee performance). It is evident from the path coefficient, which is 15.611, that motivation significantly affects employee performance, as it exceeds the critical T-value of 1.65882 (t calculated > t critical) with a P-value of less than 0.05, specifically 0.000. This result proves that motivation has a positive and significant impact on enhancing employee performance across all districts on Sebatik Island.

In general, respondents' feedback indicates that motivation has a positive effect. This is evident from the majority of respondents stating that the motivation provided is appropriate. This study demonstrates that motivation has a positive influence on improving employee performance across all districts on Sebatik Island.

This finding aligns with the research conducted by (Taufik et al. 2022), which revealed that motivation is relevant to employee performance. This can be defined as an increase in motivation provided by the company resulting in improved employee performance, and conversely, if employee motivation falls below expectations, their performance will decline. Underestimating the performance of employees can affect work-life balance. Performance is not only influenced by motivation but can also be affected by job-related stress experienced by employees. Therefore, the presented hypothesis supports the existence of a positive and significant influence of motivation on employee performance.

4. CONCLUSION

The conclusion of the research regarding the influence of work-life balance and motivation on employee performance across all districts on Sebatik Island is as follows: work-life balance has a positive and significant impact on enhancing employee performance across all districts on Sebatik Island, and motivation also has a positive and significant influence on improving employee performance across all districts on Sebatik Island.

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