



THE INFLUENCE OF WORK LIFE BALANCE, EMPLOYEE ENGAGEMENT AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE OF PT ASABRI (PERSERO) BRANCH OFFICE

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Abstract:

This research aims to determine the influence of work life balance, employee engagement and job satisfaction in improving the employee performance of PT ASABRI (Persero) Branch Office both partially and simultaneously. The research method used is a quantitative method using a 1-5 Likert scale analysis tool which is then tested. The data collection technique in this research uses a questionnaire distributed via a Google Form link. The population in this study were all employees who worked at PT ASABRI (Persero) Branch Office, totaling 363 people. The sample size in this study was 190 determined using the Slovin formula. The sampling method used was nonprobability sampling using proportional random sampling. The results of this research show that work life balance, employee engagement and job satisfaction partially and simultaneously have a positive and significant effect in improving the employee performance of PT ASABRI (Persero) Branch Office.

Keywords: *Work Life Balance, Employee Engagement, Job Satisfaction, Employee Performance*

INTRODUCTION

One of the most important components for carrying out company activities is human resources. Human resources are still the biggest concern and need in the business world to become solid in the period of globalization. Human resources are the determinant for the effective use of a successful organization (Rahman et al., 2024). When human resources drive an organization, strategic human resource management is needed to maximize employee performance (Almeida et al., 2022). If a company's human resources cannot work together to achieve the desired goals, then the company will have difficulty moving forward and succeeding. The role of HR is very necessary to determine the company's progress. Indeed, if there are adequate mechanical and equipment advances, without part of human resources, businesses will face challenges and find it difficult to realize the set goals. (Basloom et al., 2022).

Employee performance for a company has an important role in its operational processes because if employee performance increases then the success of achieving a company's goals will also be carried out well (Arbaa & Varon, 2018). There are various aspects that can influence employee performance improvement, this research focuses on the variables Work-life

balance, Employee Engagement and Job Satisfaction. Work life balance conditions become very important when someone has many obligations that need to be fulfilled at the same time. For employees, daily life is focused on two or more activities in different locations and if unbalanced, this can lead to a lack of job satisfaction, which ultimately leads to poor employee performance (Wang et al., 2023). Having a balance between work and personal life means that people feel satisfied and equally engaged in their roles at work and in their lives outside of work. In this case, companies need to understand their employees not only in terms of work performance, but also outside of work. Employees with a good work life balance have lower stress levels, are more motivated at work, and have good relationships with their coworkers. As a result, they are able to separate personal and professional matters so that performance can also improve (Msongole et al., 2022).

Another factor that needs to be considered is employee engagement, namely a psychological condition where employees feel interested in the success of the company and are motivated to improve performance higher than targeted (Turner, 2020). So employee engagement must be paid attention to because it is considered one of the most important factors for the success and survival of an organization in an ever-changing environment. Another factor that influences employee performance is job satisfaction. Job satisfaction is an emotional attitude that begins with loving and enjoying our work. Job satisfaction influences employee performance because it allows employees to have a quality work life in a comfortable environment and do work that is in line with company goals (Almeida et al., 2022). Employees who are dissatisfied with their work will fail to achieve it and show negative attitudes or behavior, such as laziness when doing their work. On the other hand, employees who are satisfied with their work will try to do their work as best as possible, which leads to good performance (Vilarinho et al., 2023).

This research was conducted at the PT ASABRI (Persero) Branch Office. PT ASABRI (Persero) Branch Office is a BUMN which operates in the field of social insurance and special pension payments for soldiers, members of the National Police and civil servants who work for the state. As a state-owned company, of course it has direct contact with the people who use their services. Therefore, the company must achieve client satisfaction and create a good image for itself as a company. To make this happen, there must be good employee execution, good company administration towards the community and good working relationships between clients that are mutually beneficial. PT ASABRI (Persero) Branch Office requires the support of reliable and competent human resources to increase efficiency. The phenomenon taken in this research is that PT ASABRI (Persero) Branch Office has not paid attention to the factors that influence employee performance. This can be seen from employees who work at PT ASABRI (Persero) Branch Office being given more than one job description. This situation causes employees to be unable to manage their time and also causes dissatisfaction at work so that this can reduce employee performance.

The preparation of this research was taken from the research gap of previous studies. Where the results of previous research are, the first is that work-life balance has a positive and significant impact on employee performance, according to a study by Collins et al (Nasution, 2020). The

difference in the development of this research is that the technique used in research Nasution et al. (2021) uses a stratified random sampling technique with 416 doctors and nurses as respondents. Meanwhile, this research used proportional random sampling technique with 190 employee respondents.

Apart from that, research conducted by Gerged et al. (2024) shows that employee engagement has a positive impact on employee performance. There is a gap in this research. The characteristics of the respondents in this research are employees of PT ASABRI (Persero) Branch Office, while research Handayani et al. (2023) is employees of PT. Bumiputera General Insurance.

Next, research conducted by Cordery et al. (2023) stated that there is a positive and significant relationship between job satisfaction and employee performance. There is a gap in the differences in this research, namely that the data testing technique uses validity testing, reliability testing and hypothesis testing, whereas in research Mondal et al. (2024) only uses descriptive and verification analysis. The main objective of this research is to improve employee performance in a company. The research conceptual framework can be presented as follows:

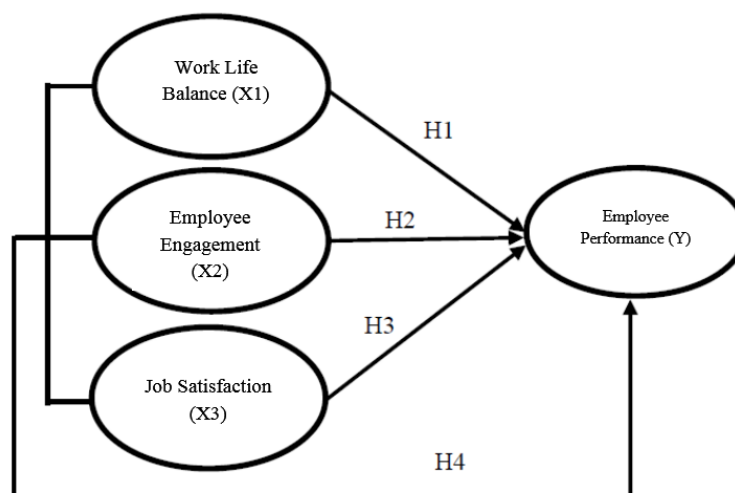


Figure 1. Conceptual Framework

Hypothesis

H1: Work life balance is thought to partially influence employee performance;

H2: Employee engagement is thought to partially influence employee performance;

H3: Job satisfaction is thought to partially influence employee performance;

H4: Work life balance, employee engagement, and job satisfaction are predicted simultaneously influence employee performance

RESEARCH METHODS

In this research, the type of research that will be used is quantitative research. Quantitative methods are research using data collection instruments to collect numerical data and analyze it with statistics (Habu & Henderson, 2023). The population in this study was all employees working at PT ASABRI (Persero) Branch Office totaling 363 people. Sample size in this study it was

determined using the Slovin formula. The sample size obtained was 190 employees. This sampling technique is proportional random sampling, which means that each participant has equal opportunity to be sampled, regardless of whether the population is large or small. Technique Data collection in this research is primary data obtained through observation, interviews and distributing questionnaires with a Linkert measurement scale. The respondent's evaluation of the questionnaire is calculated by weight, with a Likert scale used to measure the variability index which includes 5 scales, namely: Scale 1 (Strongly Disagree), Scale 2 (Disagree), Scale 3 (Neutral), Scale 4 (Agree), and Scale 5 (Strongly Agree) (Díaz & Cano, 2022). Followed by data analysis techniques in the form of validity tests, reliability tests, classical assumption tests, linear regression analysis multiple and hypothesis tests in the form of partial tests (T Test) and simultaneous tests (F Test). The data obtained is then processed to determine the magnitude of the influence or results between the independent variables (X) to the dependent variable (Y).

RESULTS AND DISCUSSION

Based on the results of the validity test, it is known that the research results of all questionnaire statement items from variable (X) and variable (Y) have r count $>$ r table, so it can be said that the statement items from variable (X) and variable (Y) are valid and can be used to measure the variables that have been studied. Based on reliability testing, it is stated that the variables Work Life Balance (X1), Employee Engagement (X2), Job Satisfaction (X3), and Employee Performance (Y) have reliable status, this is because the Cronbach's Alpha value is $>$ 0.60 so this variable can be used to next stage of testing.

The next stage before testing the hypothesis is to test the classical assumptions. After testing the classical assumption, it is stated that all stages have passed and are entitled to proceed to hypothesis testing.

Table 1. Multiple Linear Regression Test Results

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	-9,203	7,805		-1,179	0,240
	Work Life Balance (X1)	0,571	0,093	0,379	6,136	0,000
	Employee Engagement (X2)	0,703	0,322	0,117	2,182	0,030
	Job Satisfaction (X3)	0,316	0,049	0,397	6,431	0,000

Dependent Variable: Employee Performance (Y)

Based on the test results in table 1, the following regression equation is obtained: $Y = -9.203 + 0.571X1 + 0.703X2 + 0.316X3 + e$
The regression equation formed above provides the following explanation:

a. Constant

The constant value -9.203 indicates that if the work-life balance, employee Engagement and job satisfaction variables are 0, then the fixed value or initial value of employee performance is -9.203.

b. Work Life Balance

The regression coefficient value of the work-life balance variable is positive at 0.571. This means, if the work-life balance variable increases by 1% assuming the other variables remain constant, this will be followed by an increase in employee performance of 0.571.

c. Employment Engagement

The regression coefficient value of the employee engagement variable is positive at 0.703. This means, if the employee engagement variable increases by 1% assuming the other variables remain constant, this will be followed by an increase in employee performance of 0.703.

d. Job satisfaction

The regression coefficient value of the job satisfaction variable is positive at 0.316. This means, if the job satisfaction variable increases by 1% assuming the other variables remain constant, this will be followed by an increase in employee performance of 0.316.

Table 2. Partial Test Results

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	-9,203	7,805		-1,179	0,240
	Work Life Balance (X1)	0,571	0,093	0,379	6,136	0,000
	Employee Engagement (X2)	0,703	0,322	0,117	2,182	0,030
	Job Satisfaction (X3)	0,316	0,049	0,397	6,431	0,000

Dependent Variable: Employee Performance (Y)

Based on table 2, the following are the results of partial hypothesis testing (t test) using an assumed confidence level of 5% with a degree of freedom value of $df=n-k-1$ ($190-3-1=186$) to obtain a ttable of 1.973. So it can be described as follows:

- The Effect of Work Life Balance on Employee Performance Based on the t test table, the tcount is 6.136. This shows that $tcount\ 6.136 > ttable\ 1.973$ and $significance < 0.05$ ($0.000 < 0.05$). Thus, H1 is accepted, meaning that the influence of work life balance variable partially has a significant effect on employee performance of PT ASABRI (Persero) Branch Office.
- The Effect of Employee Engagement on Employee Performance Based on the t test table, tcount is 2.182. This shows $tcount\ 2.182 > ttable\ 1.973$ and $significance < 0.05$ ($0.03 < 0.05$). This means that H2 is accepted, meaning that the Employee Engagement variable partially has a significant effect on Employee Performance of PT ASABRI (Persero) Branch Office.
- The Effect of Job Satisfaction on Employee Performance Based on the t test table, the tcount is 6.431. This shows $tcount\ 6.431 > ttable\ 1.973$ and $significance < 0.05$ ($0.000 < 0.05$). Thus, H3 is accepted, meaning that the Job Satisfaction variable partially has a significant effect on Employee Performance of PT ASABRI (Persero) Branch Office.

Table 3. Simultaneous Test Results

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1352,723	3	450,908	54,323	.000 ^b
	Residual	1543,888	186	8,300		
	Total	2896,611	189			

a. Dependent Variable: Employee Performance (Y)

B. Predictors: (Constant), Job Satisfaction, Employee Engagement, Work Life Balance

From the results of simultaneous testing, the Fcount value is 54.323, while Ftable has a significance level of 5% and $df1 = k-1$ ($3-1=2$) and $df2 = n-k-1$ ($190-3-1=186$), so we get Ftable amounting to 3.048, therefore $Fcount\ 54.323 > Ftable\ 3.048$ and the table above shows a significance value < 0.05 ($0.000 < 0.05$). Thus,

H4 is accepted, that the variables work life balance, employee engagement, and job satisfaction simultaneously have a significant effect on employee performance of PT ASABRI (Persero) Branch Office.

Table 4. Coefficient of Determination Test Results

Model	Model Summary ^b				
	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.683 ^a	0,467	0,458	2,88105	1,766

a. Predictors: (Constant), Job Satisfaction (X3), Employee Engagement (X2), Work Life Balance (X1)
b. Dependent Variable: Employee Performance (Y)

Based on table 4, it shows that the value of the coefficient of determination (R²) is 0.467 or 46.7%, so it can be seen that the employee performance variable can be explained by 46.7% by the variables work life balance (X1), employee engagement (X2), job satisfaction (X3). Meanwhile, 53.3% was influenced by other variables not used in this research.

CONCLUSION

Based on the results of the analysis and discussion, employee performance greatly influences the achievement of company goals, so companies need to pay attention to factors such as work life balance, employee engagement and job satisfaction. The purpose of this research is to find out how the independent variables work life balance, employee engagement and job satisfaction impact the dependent variable, namely performance. From the test results it is concluded: Work life balance has a positive and significant effect on employee performance of PT ASABRI (Persero) Branch Office. This means that the higher the level of work life balance an employee has, the greater the performance produced by the employee. Employee engagement has a positive and significant effect on employee performance of PT ASABRI (Persero) Branch Office. This means that the more frequently employees are involved in decision making in the company, the more the performance produced by employees will improve. Job satisfaction has a positive and significant effect on employee performance of PT ASABRI (Persero) Branch Office. This means that the higher the level of job satisfaction an employee has, the greater the performance produced by the employee.

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