

The Influence of Work-Life Balance on Employee Performance with Perceived Organizational Support as a Moderating Variable

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Abstract

This study examines the impact of work-life balance and perceived organizational support on employee performance at PT. Cahaya Fajar Kaltim. Using a quantitative approach with purposive sampling, 70 employees were selected as respondents. Data were analyzed through moderated regression analysis (MRA) using SPSS 25. The results show that both work-life balance and perceived organizational support significantly influence employee performance. Additionally, perceived organizational support acts as a moderating variable, strengthening the relationship between work-life balance and employee performance. Key findings include good work-life balance and perceived organizational support are associated with high employee performance, work-life balance has a significant positive effect on employee performance, and perceived organizational support enhances the effect of work-life balance on performance.

Keywords: Work Life Balance, Perceived Organizational Support, Employee Performance

Abstrak

Penelitian ini mengkaji pengaruh work-life balance dan perceived organizational support terhadap kinerja karyawan di PT. Cahaya Fajar Kaltim. Menggunakan pendekatan kuantitatif dengan purposive sampling, 70 karyawan dipilih sebagai responden. Data dianalisis menggunakan teknik *moderated regression analysis* (MRA) dengan perangkat lunak SPSS 25. Hasil penelitian menunjukkan bahwa *work-life balance* dan *perceived organizational support* secara signifikan memengaruhi kinerja karyawan. Selain itu, *perceived organizational support* berperan sebagai variabel moderasi yang memperkuat hubungan antara *work-life balance* dan kinerja karyawan. Temuan utama yakni *work-life balance* yang baik dan *perceived organizational support* yang kuat dikaitkan dengan kinerja karyawan yang tinggi, *work-life balance* memiliki pengaruh positif yang signifikan terhadap kinerja karyawan, dan *perceived organizational support* memperkuat efek *work-life balance* terhadap kinerja karyawan.

Kata Kunci: Work Life Balance, Dukungan Organisasi yang Dirasakan, Kinerja Karyawan

Article info

Received (04/09/2024)

Revised (18/10/2024)

Accepted (25/11/2024)

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INTRODUCTION

Human Resources (HR) is one of the crucial and indispensable factors in an institution or company. Human resources play a decisive role in the development of a company in achieving its organizational goals. Companies require skilled, characterful, and team-oriented human resources to perform the functions entrusted to them by the company. To obtain high-quality human resources, a company must implement effective resource management. This is evident when a company creates a condition where there is a mutually beneficial relationship between employees and the company or a symbiotic relationship. To enhance the quality of employee performance in achieving the company's goals, the company also needs to focus on the working conditions of its employees in completing their tasks, such as the need for appreciation, forming social interests, feeling competent in work life, and addressing the imbalance between personal life and the workload undertaken for the company (Lewis, 2018). If employees spend more time working, there will be an imbalance between working hours and personal life. Employee performance is supported by several factors, one of which is work-life balance and perceived organizational support.

Work-life balance, as one of the factors in improving employee performance, is undoubtedly something that needs to be considered by a company. Good company performance is closely tied to the performance of its employees, as the quality of work, quantity, timeliness, effectiveness, and the independence of employees significantly influence company performance, as stated by Mendis and Weerakwoody (2018). Work-life balance affects an individual's performance, and it has been proven that a good work-life balance can enhance employee performance. This statement aligns with Yuan Badrianto's (2019) assertion that there is a positive relationship between work-life balance and employee performance, indicating that work-life balance has an impact on employee performance.

In addition to work-life balance, there is another factor that can support employee performance, namely perceived organizational support. Perceived organizational support refers to employees' perceptions of the extent to which the organization values their contributions and cares about the well-being of its employees. Thakur and Kumar (2015) state that employees who perceive good organizational support will be assisted in balancing their roles at work and in their personal lives. (Sari, 2019). Perceived organizational support has a positive and significant impact on employee performance because the organization's support, in the form of rewards, bonuses, and other forms, plays a crucial role.

The findings of this research are supported by a study conducted by Durahman (2016), which states that employee work-life balance positively influences employee performance. To maintain the imbalance between working hours and personal life, the Perceived Organizational Support approach is needed. In a previous study by Lukmiati *et al.* (2020), it was stated that work-life balance has an impact on the performance of production staff at PT. Muara Tunggal Cibadak-Sukabumi. However, research conducted by Lukmiati *et al.* (2020), stated that work-life balance does not affect the performance of employees at PT. PLN (Persero) AREA MANADO. In a study conducted by Yuni and Pratiwi (2020), it was found that Perceived Organizational Support has a positive and significant impact on the performance of employees at PT. Solusi Bangun Indonesia TBK. However, research by (Lukmiati *et al.* (2020) stated that Perceived Organizational Support does not have a positive impact on employee performance. (Research gap).

PT Cahaya Fajar Kaltim is a company located in East Kalimantan, precisely in Tanjung Batu Subdistrict, Tenggarong Seberang District, Kutai Kartanegara Regency. PT Cahaya Fajar Kaltim operates as a power generation company in major cities such as Samarinda, Balikpapan, Tenggarong, Bontang, and surrounding areas. Currently, PT Cahaya Fajar Kaltim is led by its president director,

Abdurachman Chered. The company provides products and services to its customers, including the supply of electricity services such as power generation, electricity transmission, electricity sales, and more. PT Cahaya Fajar also offers auxiliary electricity services, including consultation in the field of electricity, construction and installation of electrical installations, testing of electrical installations, and so on. During interviews with company managers, it became evident that the company is increasingly recognizing the importance of Work-Life Balance in the lives of its employees. This realization is not without reason, as employees often find it challenging to focus on their work, both in the office and in the field. Some employees even express difficulties in balancing their personal or family life with work responsibilities. Consequently, employees sometimes prioritize personal matters over work or vice versa, leading to a situation where they struggle to determine priorities. As a result, many employees experience a decline in performance. Additionally, employees feel a lack of organizational support for their performance, as the company does not provide recognition or bonuses, leaving employees feeling unappreciated by the company.

LITERATUR REVIEW

Performance comes from the word "prestasi kerja," also known as actual performance or real achievements attained by an employee (Moeheriono, 2014). Meanwhile, according to Amirullah (2015), performance encompasses all results produced in the job function or specific activities during a certain period. From the above definitions, it can be concluded that performance is the result of a specific work process planned at the time and place of the employee and the organization. According to Sinambela (2012), employee performance is defined as the ability of employees to perform specific skills. Indicators, as stated Edison et al. (2016), to achieve or evaluate work include quality, quantity, time usage in work, and collaboration with others in the workplace. Quality, according to Edison et al. (2016), includes the level of errors, damage, and precision. Quantity, on the other hand, refers to the amount of work produced. Time usage in work encompasses the level of attendance, lateness, and effective working hours or lost working hours.

Clark & Gambels (2020) define the term balance as indicating a goal to balance individual participation in both work and other non-work activities. According to Lewis & Beauregard (2018), the concept of Work-Life Balance is based on the idea that, as fair individuals, people should commit to both work and personal life because both are equally important. According to Delecta (2011), work-life balance is the ability of individuals to meet the demands of work and family commitments, as well as other responsibilities apart from work and other activities. Indicators, according to Ricardianto (2018), include elements such as time balance, involvement balance, and satisfaction balance.

According to Robbins & Jude (2015), perceived organizational support is the extent to which employees believe the organization values their contributions and cares about their well-being. Unless management provides support for employees, they may perceive their tasks as unpleasant and produce ineffective results for the organization. On the other hand, motivation, as stated by Ariarni & Afrianti (2017), is Perceived Organizational Support (POS), where employees perceive the organization's appreciation of their contributions and concern for their well-being. Organizations generally offer positive forms of support that benefit employees. This support can shape employees' perceptions of the organization, with those having a high level of POS delivering optimal performance. According to Kartika (2011), there are four indicators of perceived organizational support: the organization values employee contributions, the organization cares deeply about employee well-being, the organization shows significant concern for employees, and the organization pays attention to all employee complaints.

Based on the research conducted by Lukmiati *et al.* (2020) the study found positive and significant influence between the Work-Life Balance variable (X) and employee performance (Y). According to the findings of the research conducted by Onyeka & Onuoha (2021), when employees feel support from the organization, they are likely to actively contribute to achieving the goals of the organization. Based on the results of these studies, the researchers hypothesize that Perceived Organizational Support has a positive influence on employee performance. Referring to the research conducted by Krisdianti & Ika (2019), it was found that there is a significant positive relationship between perceived organizational support and work-life balance in employee performance. The research conducted by Krisdianti & Ika (2019) indicates a significant positive relationship between perceived organizational support and work-life balance among employees at PT. BPR Kusuma Sumbing.

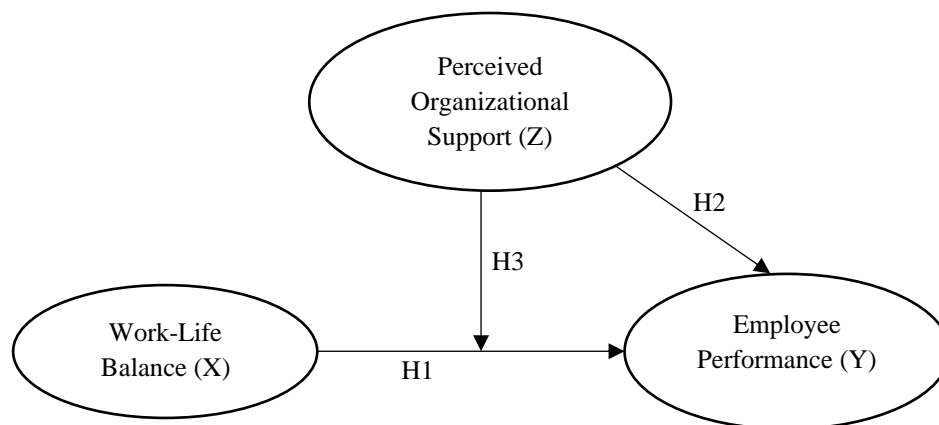


Figure 1. Conceptual Framework

RESEARCH METHODS

This research is a quantitative study based on a positivistic method (concrete data). The research data consists of numerical values that will be measured using statistics as a tool for calculation, related to the problem under investigation to draw conclusions. The study was conducted at PT. Cahaya Fajar Kaltim located in Tanjung Batu, Tenggarong Seberang Subdistrict, Kutai Kertanegara Regency, East Kalimantan. The population in this study comprises all employees at PT. Cahaya Fajar Kaltim, Tenggarong Seberang, East Kalimantan. Nonprobability sampling technique with a specific criteria approach was employed in this study, involving 70 respondents. The researcher distributed questionnaires in the form of Google Forms to the respondents. The analysis tool used in this study is SPSS 25 for data analysis.

RESULT AND DISCUSSION

After distributing the questionnaire to test the instrument to 70 respondents, which was declared valid and reliable, the researcher proceeded to conduct tests to prove the existing hypotheses. The following are the results of respondent characteristics, instrument tests, classical assumption tests, data

analysis techniques, and hypothesis testing:

Based on the results of data collection, the respondent profile in this study or the characteristics of the respondents in this study were obtained. The characteristics of the respondents are presented in Table 1 as follows:

Table 1. Respondent Characteristics

Respondent Characteristics	Variasi	Respondent	Persentation
Gender	Male	66	94,3%
	Female	4	5,7%
Age	20-25 Years	21	30%
	>25-30 Years	35	50%
	>30 Years	14	20%
Level Of Education	High School	15	21,4%
	Associate Degree	8	11,4%
	Bachelor's Degree	45	64,3%
	Master's Degree	2	2,9%
Years Of Service	1-3 Years	17	24,3%
	4-6 Years	21	30,%
	>6 Years	32	45,7%
Marital Status	Not Married	23	32,9%
	Married	47	67,1%
Work Part	HRGA	11	15,7%
	HSSE	15	21,4%
	Production	27	38,6%
	Technique	17	24,3%
Many Dependents	0	20	28,6%
	1	12	17,1%
	2	22	31,4%
	3	14	20%
	4	1	1,4%
	>5	1	1,4%

Source: Processed data, 2023

From the questionnaire distribution conducted by the researcher to 70 respondents, it is known that the gender of employees at PT. Cahaya Fajar East Kalimantan is predominantly male at 94.3%, the age is predominantly 25-30 years old at 50%, the level of education is predominantly D4/S1 at 64.3%, work experience of more than 6 years is 45.7%, the marital status is predominantly married at 67.1%, the dominant working department is production at 38.6%, and the number of dependents is predominantly 2 dependents at 31.4%.

Table 2. Validity test results

Variable	Items	R-Count	R-Table	Information
Employee Performance	Y1	0.337	0.235	Valid
	Y2	0.756	0.235	Valid
	Y3	0.654	0.235	Valid
	Y4	0.828	0.235	Valid
	Y5	0.791	0.235	Valid

	Y6	0.792	0.235	Valid
	Y7	0.771	0.235	Valid
	Y8	0.754	0.235	Valid
	Y9	0.653	0.235	Valid
	Y10	0.467	0.235	Valid
Work Life Balance	X1	0.692	0.235	Valid
	X2	0.889	0.235	Valid
	X3	0.842	0.235	Valid
	X4	0.923	0.235	Valid
	X5	0.857	0.235	Valid
	X6	0.835	0.235	Valid
Perceived Organizational Support	Z1	0.638	0.235	Valid
	Z2	0.785	0.235	Valid
	Z3	0.842	0.235	Valid
	Z4	0.842	0.235	Valid
	Z5	0.825	0.235	Valid
	Z6	0.933	0.235	Valid
	Z7	0.775	0.235	Valid
	Z8	0.861	0.235	Valid

Source: Processed data, 2023

Based on Table 2, from the correlation table obtained, it is observed that the calculated r values for each indicator are greater than the r-table value (0.235). Therefore, it can be concluded that all statement items on the questionnaire are declared valid.

Reliability Test Result

Table 3. Reliability test recapitulation result

Variables	Cronbach's Alpha	Criteria	Information
Employee Performance	0.879	0,6	Reliable
Work-Life Balance	0.915	0,6	Reliable
Perceived Organizational Support	0.928	0,6	Reliable

Source: Processed data, 2023

Based on Table 3, the results of the reliability test in the table above show that all variables used in this study have Cronbach's Alpha values exceeding 0.6. Therefore, it can be concluded that all variables used in this study are considered reliable.

Multiple linear regression analysis is used to determine the extent of the influence of the independent variables, X and Z, on the dependent variable, Y. The analysis results are presented in the following table.

Table 4. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients
(Constant)	23.151
Work life Balance (X)	0.489
Perceived Organizational Support (Z)	0.256

Source: Processed data, 2023

From the regression result, it is evident that the constant value of 23.151 indicates that if the variables work-life balance (X1) and perceived organizational support (X2) are equal to 0, the value of Y will be 23.151. The regression coefficient for work-life balance (X1) is 0.489, indicating that an increase of 1 unit in work-life balance (X1) will result in an increase of 0.489 in employee performance (Y), and vice versa. The regression coefficient for perceived organizational support (X2) is 0.256, indicating that an increase of 1 unit in perceived organizational support (X2) will result in an increase

of 0.256 in employee performance (Y), and vice versa.

Table 5. Recapitulation of Moderation Analysis Results of Perceived Organizational Support (Z) on the Effect of Work-Life Balance (X) on Employee Performance (Y)

Model	Unstandardized Coefficients
(Constant)	56.960
Work life Balance (X)	-0.923
Perceived Organizational Support (Z)	-0.810
X*Z	0.44

Source: Processed data, 2023

From the regression result above, it can be concluded that the B value resulting from the effect of X*Z on Employee Performance (Y) is significant. This means that Z moderates the effect of X on Employee Performance (Y). Therefore, hypothesis 3 is accepted.

The results of this study indicate that work-life balance has a positive and significant effect on the performance of employees at PT. Cahaya Fajar Kaltim. According to Delecta (2011), work-life balance is the ability of individuals to meet the demands of work and family commitments, as well as other responsibilities and activities beyond work. Irsyan et al. (2021) stated that when a company effectively implements work-life balance, employees feel more engaged with the organization, which motivates them to work harder and, more importantly, to remain in the organization and sustain their membership.

The better the work-life balance, the better the employees' performance. This finding demonstrates that employees experience a balance between their personal lives and work life within the company. Employees feel comfortable with their personal lives, which are in harmony with their professional responsibilities at PT. Cahaya Fajar Kaltim. The importance of implementing work-life balance lies in recognizing that employees are not solely responsible for work duties but also lead lives outside of work.

Companies must understand and improve work-life balance as an effort to balance employees' roles and motivate them to perform professionally while fostering a positive perception of the company's credibility. These findings align with previous studies that have demonstrated the positive impact of work-life balance on employee performance (Nurma, 2023; Septya C., 2019; Badrianto et al., 2021).

The results of this study indicate that perceived organizational support has a positive and significant effect on employee performance at PT. Cahaya Fajar Kaltim. According to Rhoades and Eisenberger (2002), perceived organizational support refers to employees' belief that their contributions are valued by the organization and that the organization cares about their well-being. Eisenberger (2011) further explains that employees perceive their work as a reciprocal relationship that goes beyond the formal contractual agreement with the organization, meaning both employees and the organization are engaged in a mutually beneficial relationship.

The better the perceived organizational support, the better the employees' performance. This finding demonstrates that employees feel acknowledged by the company when they successfully complete their work and when the company considers their opinions. Optimal organizational support

can boost employee morale, and decision-making should balance the interests of the company with the well-being of its employees.

Perceived organizational support is shaped by various organizational treatments, which influence how employees interpret or find motivation in their roles. Such support is expected to foster employees' appreciation for the organization (Afdilki, 2021). These findings are consistent with previous research by Metria and Riana (2018), which showed that perceived organizational support positively affects employee performance.

The results of this study indicate that perceived organizational support moderates the effect of work-life balance on employee performance. In other words, a better or more balanced work-life balance, supported by perceived organizational support, will lead to higher employee performance. The stronger the perceived organizational support, the greater the effect of work-life balance on employee performance. Strong organizational support enhances the influence of work-life balance on performance outcomes.

The positive role of organizational support and work-life balance on employee performance highlights the importance of organizations being attentive to their employees' needs. Employees who perceive organizational support positively are more willing to work hard and remain committed to improving their performance, as they believe the organization genuinely cares about their interests.

Perceived organizational support makes employees feel valued, which helps them balance their roles at work and in their personal lives more effectively. Organizations that implement strong work-life balance policies typically demonstrate a high level of sensitivity toward their employees' needs, leading to improved employee well-being and increased productivity for the company (Mazura & Novliadi, 2020). These findings align with the research conducted by Krisdianti & Ika (2019), which found a significant positive relationship between perceived organizational support and work-life balance among employees of PT. BPR Kusuma Sumbing.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the conducted research, it can be concluded that work-life balance and perceived organizational support fall into the good category, while employee performance is in the high category. Work-life balance has a positive and significant effect on employee performance, meaning that the better the work-life balance, the higher the employee performance. Perceived organizational support also has a positive and significant effect on employee performance, meaning that the better the perceived organizational support, the higher the employee performance. Furthermore, perceived organizational support moderates the influence of work-life balance on employee performance, indicating that perceived organizational support strengthens the impact of work-life balance on employee performance at PT. Cahaya Fajar Kaltim.

This research can serve as a reference for PT Cahaya Fajar Kaltim to instill confidence in employees that changes will benefit both the company and its employees. The study is expected to be used as a consideration regarding the importance of work-life balance and perceived organizational support in enhancing employee performance. The results of this research are hoped to be a reference for further studies, exploring other variables that may influence employee performance, such as motivation, compensation, work environment, and other factors that can affect employee performance.

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