

THE ROLE OF WORK-LIFE BALANCE AND HUMAN RESOURCE DEVELOPMENT ON EMPLOYEE PERFORMANCE

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ABSTRACT

In the current era of globalization, competition in the business world is getting tighter, organizations are also required to keep up with the times that are increasingly changing in order to be able to compete and survive. The purpose of this study is to analyze the role of work-life balance and human resource development on employee performance. Research conducted at PT. Masmindo Dwi Area in Luwu Regency. The study was carried out for two months. This type of research is quantitative research. Data sources through primary data and secondary data. The main data collection technique in this study was through questionnaires distributed to employees at PT. Masmindo Dwi Area and through observation and interviews. The sample size was 75 employees. The data analysis technique used is to use SEM-PLS with the SMART PLS tool version 3. The results of the study found that work-life balance did not have a significant effect on employee performance. Human resource development does not have a significant effect on employee performance. While work life balanced has a significant effect on the development of human resources at PT. Masmindo Dwi Area in Luwu Regency.

Keywords: Employee Performance; HR Development; Work Life Balance

ABSTRAK

Di era globalisasi saat ini, persaingan dalam dunia bisnis semakin ketat, organisasi juga dituntut untuk mengikuti perkembangan zaman yang semakin hari semakin berubah agar mampu bersaing dan bertahan. Tujuan dari penelitian ini adalah untuk menganalisis peran work-life balance dan pengembangan sumber daya manusia terhadap kinerja karyawan. Penelitian dilakukan di PT. Masmindo Dwi Area di Kabupaten Luwu. Penelitian dilakukan selama dua bulan. Jenis penelitian ini adalah penelitian kuantitatif. Sumber data melalui data primer dan data sekunder. Teknik pengumpulan data utama dalam penelitian ini adalah melalui kuesioner yang dibagikan kepada karyawan di PT. Masmindo Dwi Area dan melalui observasi dan wawancara. Jumlah sampel sebanyak 75 orang karyawan. Teknik analisis data yang digunakan adalah dengan menggunakan SEM-PLS dengan alat bantu SMART PLS versi 3. Hasil penelitian menemukan bahwa work-life balance tidak berpengaruh signifikan terhadap kinerja karyawan. Pengembangan sumber daya manusia tidak berpengaruh signifikan terhadap kinerja karyawan. Sedangkan work life balance berpengaruh signifikan terhadap pengembangan sumber daya manusia pada PT. Masmindo Dwi Area di Kabupaten Luwu.

Kata kunci: Kinerja Karyawan; Pengembangan SDM; Keseimbangan Kehidupan Kerja

INTRODUCTION

In the current era of globalization, competition in the business world is getting tighter, organizations are also required to keep up with the times that are increasingly changing in order to be able to compete and survive. There are all kinds of company resources, but the main thing is the human resources in it. HR always plays an active and dominant role in every organization, because HR is a planner, doer, and determinant of the realization of organizational goals [1]. HR as an internal resource of the company or organization must continue to be maintained so that the organization is able to achieve the best performance in achieving goals. If based on theory, many factors affect the performance of an employee. Both from the internal factors of the employees themselves and external factors sourced from the company environment. Some research has found that one of the factors that contribute to employee performance is work-life balance.

Work-Life Balance is a person's ability to balance the demands of work with personal and family needs. In addition, *work-life balance* is as the ability of a person or individuals to fulfill tasks in their work and remain committed to their family, as well as other non-work responsibilities [2]. Work-life balance involves two main dimensions: involvement in work life and life outside of work and minimal conflict between social roles in work life and outside work. There is ample evidence on the consequences of work-life balance in relation to work-related, work-related, and stress-related outcomes [3]. A series of theoretical mechanisms link work-life balance and overall job satisfaction which certainly has an impact on employee performance in an organization. This is evidenced by various studies that find that work-life balance and job satisfaction have a positive relationship [4].

In 2015 the Society for Industrial Organizational Psychology US conducted a study on employees and found that 70% of employees complained about working hours due to the lack of family meeting time [5]. Things like this will certainly have an impact on decreasing employee productivity, because too long work can result in physical and mental fatigue. If you are too tired, employees will often make mistakes and ultimately reduce their performance. Work-life and personal life balance can help leaders and employees be more productive and healthy without conflict between the two roles. Some research has found that work-life balance has a significant effect on employee performance in an organization. The more balanced between work life and personal life, the better employee performance will be [6][7][8]. However, some research has also found that work-life balance has no impact on

employee performance in an organization [9] [10].

In addition to work-life balance, another factor that also has an impact on employee performance in the company is human resource development. Human resource development is an important factor for organizations. Development aims to improve HR competencies in preparation for developing higher responsibilities in the future. And the implementation of training and development must have the right goals and objectives, using methods that are in accordance with what is needed by HR in an organization or company [11]. HR development can be done for new employees as well as old employees. Employee development (new/old) needs to be done in a planned and continuous manner. In order for development to be carried out properly, an employee development program must first be established.

Many studies have found that HR development can have an impact on organizational performance so organizations must pay more attention to this factor [12] [13] [14]. Human resource development can be done in various ways such as through technical guidance, training and education. *Development is* the second operational function of personnel management, employee development needs to be carried out in a planned and continuous manner so that development can be carried out properly, an employee development program must first be established.

PT. Masmindo Dwi Area is a gold mining company located in Ranteballa Village, Latimojong District, Luwu Regency. PT Masmindo Dwi Area (MDA) plans to become Indonesia's next gold producer through the development of the Awak Mas project. By adhering to ACTIVE's values of *agility, caring, teamwork, integrity, visionary, excellence*, Masmindo is committed to working in accordance with good mining practices, including social and environmental responsibility, and providing maximum benefits to stakeholders, especially the mining environment.

As an effort to realize these goals, the company must pay full attention to the company's performance through the performance of employees. Two interesting factors to be examined as an effort to improve employee performance at Masmindo are work-life balance and human resource development. So the purpose of this study is to analyze the role of work-life balance and human resource development on employee performance.

RESEARCH METHODS

Data Collection

This type of research is correlational research. The type of data used is quantitative data sourced from primary data. Data collection techniques use questionnaires and interviews. The interview was conducted in the company's HRD department as a preliminary study. The questionnaire in this study consisted of 18 statements.

Table 1: Variables, Dimensions and Indicators

Variable	Dimension	Indicators
<i>Work-Life Balance</i>	<i>Time balance</i>	WLB1
		WLB2
	<i>Involvement balance</i>	WLB3
		WLB4
	<i>Satisfaction balance</i>	WLB5
		WLB6
HR Development	<i>Effectiveness of Professional Development on Own Employment Needs</i>	HRD1
		HRD2
	<i>Effectiveness of Professional Development on Personal Goals</i>	HRD3
		HRD4
	<i>Effectiveness of Professional Development on Career Aspirations</i>	HRD5
		HRD6
Employee Performance	Quantity of Work Results	EP1
		EP2
	Quality of Work	EP3
		EP4
	Timeliness	EP5
		EP6

Population and sample

The population in this study is employees at PT. Masmindu Area of Luwu County totaling 290 people. To determine the number of samples, the slovin formula is used with an error of 5% or 0.05. After calculation, a sample of 75 employees was obtained. Then the sampling technique used in this study is an incidental sampling technique, which is sampling by chance meeting the researcher and considered suitable. This type of sampling is used with the consideration that researchers can easily take data.

Data Analysis

There are two data analysis in this study, namely descriptive analysis and analysis

to answer the research hypothesis, namely SEM-PLS. Descriptive analysis is used to describe the identity of respondents and identify the distribution of respondents' answers.

Table 2: Range and categories

Range	Category
1.00-1.80	Very unkind
1.81-2.60	Bad
2.61-3.40	Good enough
3.41-4.20	Good
4.21-5.00	Excellent

Research instrument testing

Test validity

Validity testing uses a *loading factor* from PLS calculations, which obtained all question items meet the recommended values, so that the indicators used to measure variables in this study are valid. The table of *loading factor values of smart-PLS processing results* can be seen in table 1. The value of *the Outer Model* is done by looking at the value of Convergent Validity, this is measured based on the correlation value with variables measured by a loading factor value of > 0.70 is highly recommended but the value of $> 0.50 - 0.60$ can still be tolerated as long as the model is still under development [15].

Reliability Test

Data reliability tests (reliability tests) are carried out to measure the consistency and stability of the score (measurement scale) of an instrument in measuring certain concepts and help the *goodness* value of a measurement instrument. Data quality tests are carried out by looking at the *value of composite reliability* produced by PLS calculations. *Composite reliability results* for each construct are very good because the value is above 0.80, besides that it can also be seen from the value of *Cronbach alpha* value above 0.70. And the value of *Average Variance Extracted (AVE)*, a construct with good validity because it is worth more than 0.50 [15].

Hypothesis testing

Hypothesis testing is based on the values contained in the *structural model analysis*, the level of significance of the *path coefficient* is obtained from the t-value and the value of *the standardized path coefficient*. The value of hypothesis testing is that the t-value of factor loadings is greater than the critical value (≥ 1.96).

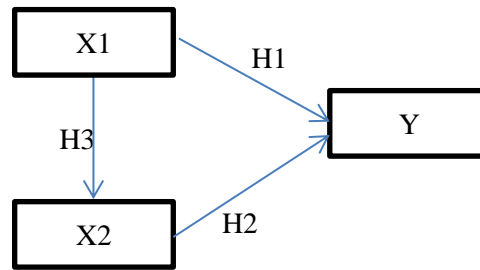


Figure 1. Research hypothesis

RESULT AND DISCUSSION

Result

The results consisted of analyzing the identity of respondents and answering research hypotheses using SEM-PLS.

a. Description of Respondent

Table 3. Description of Respondents

Variable		Frequency	Percent
Gender	Male	53	70.7
	Female	22	29.3
	Total	75	100
Age	< 25th	57	76.0
	25-35 th	17	22.7
	36-45 th	1	1.3
	> 45th	0	0
	Total	75	100
Recent education	SMA	63	84.0
	Diploma	7	9.3
	Bachelor	4	5.3
	Postgraduate	1	1.3
	Total	309	100

Based on the table above, it can be seen that respondents in the study were dominated by male respondents under the age of 25 years with the last level of education was high school.

Description Respondents' answers about research variables

Table 4. Description of respondents' answers about variables

Variable	Indicators	Mean	Category
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<i>Work-Life Balance</i>	<i>Time balance</i>	4.35	Excellent
	<i>Involvement balance</i>	4.32	Excellent
	<i>Satisfaction balance</i>	4.50	Excellent
	Total	4.39	Excellent
HR Development	<i>Effectiveness of Professional Development on Own Employment Needs</i>	4.50	Excellent
	<i>Effectiveness of Professional Development on Personal Goals</i>	4.57	Excellent
	<i>Effectiveness of Professional Development on Career Aspirations</i>	4.60	Excellent
	Total	4.55	Excellent
Employee Performance	Quantity of Work Results	4.45	Excellent
	Quality of Work	4.57	Excellent
	Timeliness	4.65	Excellent
	Total	4.55	Excellent

SEM-PLS

The results of research with SEM-PLS were used to answer the research hypothesis. In this section, before answering the research hypothesis, first test the research instrument through the outer model.

Research instrument testing (Outer Model)

a. Test validity

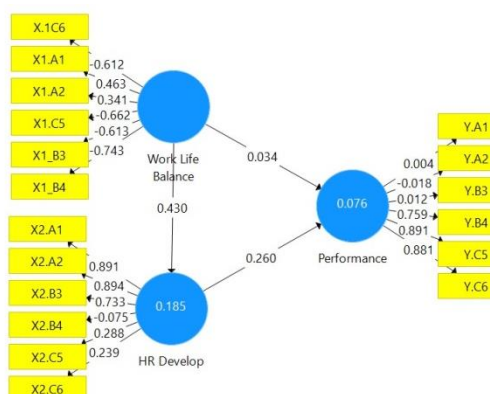


Figure 1: Outer of the initial model

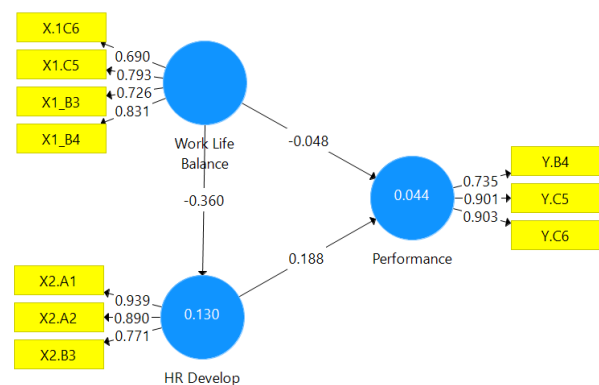


Figure 2: Outer final model

From figure 1. The outer model of the beginning can be seen that of the 18 statement items there are eight statement items whose loading factor value is < of 0.6. namely two statements on work life balance, three statements on HR development and three statements on performance variables. So that all 8 items of the statement are excluded from the model. After the second stage of running, the results of the outer model for the validity test can be seen in figure 2. Outer model end, that all statement items have a loading factor of > 0.6 so that ten statement items are declared valid.

Table 5. Validity Test Results

Code	WLB	HRD	EP	Information
WLB3	0.726	-	-	Valid
WLB4	0.831	-	-	Valid
WLB5	0.793	-	-	Valid
WLB6	0.690	-	-	Valid
HRD1	-	0.939	-	Valid
HRD2	-	0.890	-	Valid
HRD3	-	0.771	-	Valid
EP4	-	-	0.735	Valid
EP5	-	-	0.901	Valid
EP6	-	-	0.903	Valid

Source: Data processed (2024)

b. Reliability test

Data quality tests are carried out by looking at the value of *composite reliability* generated by PLS calculations from existing variables, namely; WH, JS, IWB and WP. To determine *composite reliability*, if the value of *composite reliability* $\rho_{\zeta} > 0.8$ it can be said that the construct has high reliability or reliable and $\rho_{\zeta} > 0.6$ is said to be quite *reliable* and *Average Variance Extracted* (AVE) > 0.50 [2]. The reliability test results can be seen in the following table.

Table 6. Reliability Test Results

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)	Conclusion
Employee performance	0.721	0.843	0.647	Reliable
HR Development	0.838	0.902	0.755	Reliable
Work-life balance	0.760	0.847	0.582	Reliable

From the results of the reliability test above, it shows that all research variables have shown to be fit meters, where the values of Alpha Cronbach, Composite

Reliability and Average Variance Extracted have met the required values. *Composite reliability results* for each construct are very good because the value is above 0.80, besides that it can also be seen from the value of *Cronbach alpha* value above 0.70. And the value of *Average Variance Extracted* (AVE), a construct with good validity because it is valued more than 0.50.

1. Inner Model (research hypothesis answer)

Hypothesis testing is based on the values contained in the *structural model analysis*, the level of significance of the *path coefficient* is obtained from the t-value and the value of *the standardized path coefficient*. The value of hypothesis testing is that the t-value of factor *loadings* is greater than the critical value (≥ 1.96).

Table 7: Hypothesis Test Results

	Original Sample (O)	Sampl e Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
HR Development -> Employee performance	0.296	0.270	0.223	1.327	0.185
Work life balance -> Employee performance	0.260	0.265	0.171	1.522	0.129
Work-life balance -> HR Development	-0.352	-0.361	0.167	2.103	0.036

Source: Data processed (2024)

Based on the table above it can be seen that:

- a. HR Development of employee performance has a statistic T value of $1.327 < 1.96$ and P Value $0.185 > 0.05$ so hypothesis 1 is REJECTED. This means that work-life balance does not have a significant effect on employee performance.
- b. Work-life balanced against Employee performance has a statistical T value of $1.522 < 1.96$ and P Value $0.129 > 0.05$ so hypothesis 2 is REJECTED. This means that HR development does not have a significant effect on employee performance.
- c. Work Life Balance to HR Development has a statistic T of $2.103 > 1.96$ and a P Value of $0.036 < 0.05$ so hypothesis 3 is ACCEPTED. This means that work-life balance has a significant effect on human resource

development.

Discussion

The results of the study found that work-life balance did not have a significant effect on employee performance at PT. Masmindo. This means that work-life balance has no real role in employee performance. Employees have been able to balance work life with personal life, in other words, employees are professional in carrying out work so that it is no longer a real impact on performance. In addition, judging from the more male-dominant gender, it could be a trigger for the non-effect of work-life balance on performance.

But if based on perception analysis, employees in the company are very capable of balancing work with personal matters. The satisfaction balance dimension is very high. This means that the implementation of work-life balance in employees is very good. The satisfaction balance dimension describes the level of satisfaction of an individual with his work activities and things outside his work. Satisfaction will arise by itself if employees consider what they have done so far is good enough to accommodate work and family needs. This is seen from the conditions that exist in family, relationships with friends and colleagues, as well as the quality and quantity of work completed [17].

Several studies have found similar results, stating that work-life balance has no real effect on employee performance [9][10]. Many studies link work-life balance not with performance but with productivity and job satisfaction [18][19]. However, many other studies have also found that work-life balance has a significant effect on employee performance. The better the implementation of work-life balance in the company, the higher employee performance will be [6][7][8]. The difference in the results of this study is natural because the object of research is different.

The results of this study also found that HR development did not have a significant effect on employee performance at PT. Masmindo. This means that the role of HR development does not have a real impact on employee performance. Employees who predominantly graduated from high school with the type of work at the subordinate level in this company consider that HR development does not have a significant impact on their performance. In fact, based on employee perception, the application of HR development in the company is very good. The dimension of HR development that is most valuable is *the effectiveness of Professional Development on Career Aspiration*), namely employee development programs have an influence on increasing the qualifications, competencies, and capacities of employees who are adequate in career aspirations to improve their work careers.

The results of this study are in line with several studies conducted, which found that human resource development did not have a significant effect [20]. However, many studies have also found that HR development can have an impact on organizational performance, so organizations must pay more attention to this factor [12][13][14]. Human resource development can be done in various ways such as through technical guidance, training and education.

In this study, work-life balance has a significant effect on the development of human resources at PT. Masmindo. This means that work-life balance has a real impact on human resource development. The better the implementation of work-life balance, the better the development of human resources. Organizations must understand that individuals have family and social lives to create mutually beneficial conditions. This means that the human side is at the core of human resource development to have high-level employees in the organization. Human resource development is recognized as an important part of an organization's human resource management.

Improving work-life and off-work life balance can bring tangible benefits to both employers and employees. This can help build strong communities and productive businesses. In a society full of conflicting responsibilities and commitments, work/life balance has become a major issue in the workplace. [16].

HR has many goals, both external and internal. The purpose of developing human resources internally is so that labor productivity increases, labor productivity refers to the quality and quantity of work produced. Such productivity can be increased through human resource development. Human resource development in the organization improves the administrative ability, thinking ability and technical ability of employees. In addition, internal human resource development can also improve organizational effectiveness, increase organizational effectiveness, reduce work accidents, improve internal services, morale and career, and reward the efforts and work of human resources [11].

CONCLUSIONS AND SUGGESTIONS

Based on the results of the research conducted, it can be concluded that work life balanced and human resource development do not have a significant effect on employee performance. However, if work-life balance is associated with human resource development, the results have a significant effect. Employees have been able to balance work life with personal life, in other words, employees are professional in carrying out work so that it is no

longer a real impact on performance. Human resource development has also become commonplace in organizations so that the real role of variables on performance is no longer significant. However, the application of these three variables in the organization has been very good because the management of the organization continues to focus on developing its human resources in order to be able to achieve company performance.

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