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MORALITY BEFORE KNOWLEDGE

Work life balance and work environment as determinants of employee performance: Empirical insights from a human resource perspective

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ABSTRACT

Background: This study aims to analyze the influence of Work Life Balance (WLB) and Work Environment (WE) on Employee Performance at Perumda Tirta Kanjuruhan. **Methods**: The method used in this research is quantitative, with data collection through a questionnaire distributed to 115 employees. The obtained data were analyzed using multiple linear regression analysis with SPSS software to measure the influence of each variable on employee performance. **Findings:** The results show that WLB has a positive and significant effect on Employee Performance, indicating that the better the balance between work and personal life, the higher the employee performance. Additionally, the Work Environment (WE) also proves to have a positive and significant impact on Employee Performance (EP), suggesting that a good atmosphere and working conditions can enhance employee productivity. **Conclusion:** Overall, this study concludes that both variables play an important role in improving employee performance at Perumda Tirta Kanjuruhan. Therefore, it is recommended that company management pay more attention to WLB aspects and create a conducive work environment to support optimal employee performance. **Novelty/Originality of this article:** The novelty of this article lies in its focus on the combined impact of WLB and WE on EP within a specific organizational setting, offering practical insights for organizational improvement and human resource management.

KEYWORDS: employee performance; work environment; work life balance.

1. Introduction

The changes brought about by the reform demand that companies, both private and state-owned, continuously innovate to address these challenges and formulate policies aligned with environmental changes (Cardinale et al., 2024; Zhao et al., 2024). Companies must be able to devise appropriate policies to manage every emerging change effectively (Ahlstrom et al., 2020; Settembre-Blundo, 2021). The primary objective of establishing a company is to maximize profits and survive amidst increasingly intense business competition (Liu et al., 2022; Mulyana, 2024). Additionally, companies also aim to enhance the well-being of their owners and employees.

Employees are essential elements or can also be referred to as the driving force of an organization or company (Aiswarya & Ramasundaram, 2020). The smooth operation of organizational activities can be achieved if the organization has employees with the necessary expertise and the ability to manage it optimally. As the primary drivers in

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achieving the organization's vision, companies must fulfill employees' needs to ensure they provide positive feedback or contributions to the company.

Every company naturally expects its workforce or employees to deliver optimal results, which can be observed through their high productivity levels (Kaasinen et al., 2020). One of the steps a company can take is to identify the factors influencing employee performance improvement and implement measures to enhance their productivity. According to Sulistiyani (2010), productivity is related to the final outcome, specifically how much output is obtained in the production process. Umar (2019) further explains that productivity is the ratio between the achieved output and the total resources used (input), encompassing both efficiency and effectiveness aspects.

In facing global competition, companies need to select and utilize high-quality and competent human resources to enhance their success (Tien et al., 2021). A good balance between employees' personal and work lives plays a crucial role in achieving this goal (Aruldoss et al., 2021; Aruldoss et al., 2022; Bhende et al., 2020). According to the Job Creation Law No. 6 of 2023, there are two working hour regulations in Indonesia: first, 7 hours per day with a 6-day workweek, and second, 8 hours per day with a 5-day workweek. Both regulations set a maximum working limit of 40 hours per week. Additionally, the law restricts overtime to a maximum of 4 hours per day and 18 hours per week. These regulations are designed to support productivity in alignment with company targets.

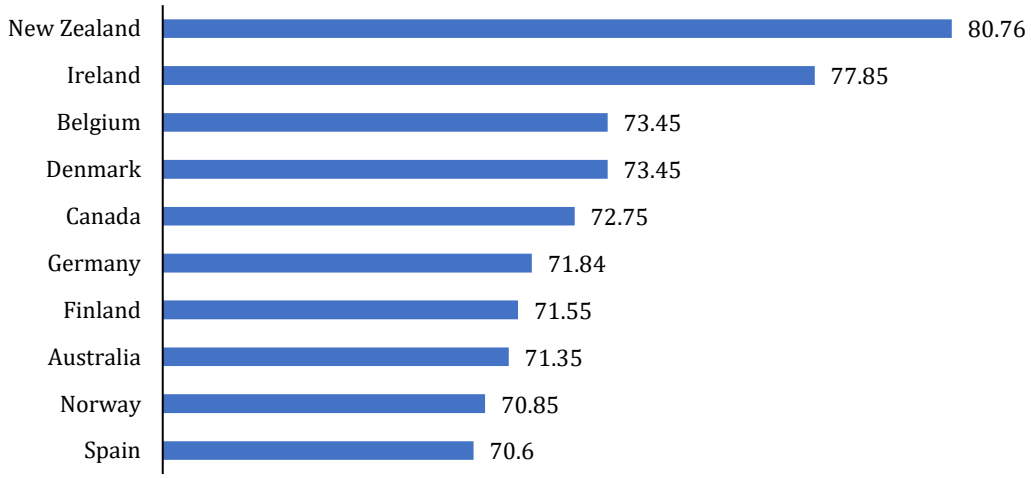

Fig. 1. Ten countries with the best work-life balance in 2024
(Chan, 2024)

Figure 1 illustrates the 10 countries with the best work-life balance in 2024, with New Zealand ranking first, followed by Ireland, Belgium, and Denmark. These countries are known for their policies that support employee well-being, such as extended annual leave, fair minimum wages, and work flexibility, including the implementation of a four-day workweek policy in some nations.

Compared to the conditions in Indonesia, there is a significant difference. Although Indonesia has regulations on working hours as stipulated in the Job Creation Law No. 6 of 2023, which limits the maximum working hours to 40 hours per week, work-life balance in the country still faces many challenges. Many workers, particularly in the formal sector, continue to experience long working hours, excessive overtime, and high work pressure, which can disrupt the balance between work and personal life.

The countries in the Figure 1, such as New Zealand and various European nations, excel in providing work flexibility and adequate annual leave, while Indonesia is still in the process of adjusting its policies to improve worker well-being. Moving forward, more supportive work-life balance policies will be crucial for Indonesia to address global challenges and enhance both workforce productivity and well-being.

Work-life balance (WLB) is a crucial aspect for employees. According to Putri Silvira (2021), work-life balance is a condition in which individuals can allocate their time effectively between personal life and work, ensuring that one does not interfere with the other. This balance enables individuals to optimize their potential. Mardiani & Alfin (2021) state that the balance between work, personal life, and family can influence employee satisfaction and enhance their motivation in performing their duties within a company. A well-managed company should ensure that employees do not overwork, as excessive workloads can negatively impact their life outside of work, health, and other aspects. The central office of P.T.K. operates from Monday to Thursday, from 08:00 AM to 03:00 PM, on Friday from 07:30 AM to 11:30 AM, and on Saturday from 08:00 AM to 01:30 PM. Employees at P.T.K. work a total of 32.5 hours per week, with a one-hour break per day.

According to an interview with an employee from the Human Resources department, employees are required to meet work targets based on company standards. For example, the customer relations department is tasked with offering new water connection installations in the Malang Regency area, in accordance with the minimum customer target set by the company. As a result, employees in this department frequently conduct fieldwork and often work beyond regular hours. Several factors contribute to this situation. First, unstable weather conditions can hinder the door-to-door customer data collection process. Second, unpredictable road conditions, such as traffic congestion or other issues, may also cause delays. Additionally, based on an interview with one employee, frequent overtime is often due to urgent work deadlines, such as administrative tasks related to human resources and other responsibilities that must be completed promptly.

In addition to work-life balance factors, the work environment also has a close relationship with human resources. The work environment is an important element that can improve employee performance. Therefore, companies need to pay attention to the conditions of the work environment provided to create a sense of comfort for employees, so that they can work with more enthusiasm (Napitupulu, 2023). This opinion is in line with that conveyed by Afandi (2016), which states that the work environment includes the conditions and atmosphere around employees when carrying out their duties, and employees will be more motivated to fulfill their responsibilities if they are in a supportive environment.

Another opinion added by Mangkunegara (2017), which states that an individual's workplace is a combination of various elements they experience, including the physical environment, the way of working, and the arrangements they make, both individually and in groups. The work environment includes everything related to physical and mental aspects that can directly or indirectly affect employees. The work environment is considered good if employees can complete their tasks in an effective, safe, and comfortable manner (Wursanto, 2009).

One of the variables that affect the fulfillment of worker satisfaction is the work environment. Research conducted by Runtu et al. (2022) and Turangan et al. (2022) shows that the work environment has a positive and significant impact on job satisfaction. The results of previous research by Zulkarnain (2022) and Muhammad et al. (2022) also indicated that work environment conditions affect employee job satisfaction. The findings from these studies indicate that a conducive work environment can increase employee job satisfaction, resulting in more optimal performance outcomes.

From the explanation above regarding the work environment, this research is motivated by the existence of problems at P.T.K., among others, based on information obtained by researchers and observations when researchers conducted PKN activities for three months, where there is still a work environment that is considered uncomfortable, in this case the temperature in the workspace. The temperature in the workspace at P.T.K. is considered unstable and uneven, there are rooms that are too cold, there are also rooms that are hot during the day, making employees complain about the sultry atmosphere while working in the room.

Based on the background described, the problem formulation is as follows, namely how the description of work-life balance, work environment, and employee performance is, as

well as how work-life balance and work environment partially influence employee performance. In addition, how work-life balance and work environment simultaneously influence employee performance at P.T.K. and which factor has a more dominant influence between work-life balance and work environment on employee performance.

Table 1. Previous research

Research Title and Researcher	Research Variable	Similarities and Differences of Research	Research Results
The Influence of Work-Life Balance, Work Stress and Work Environment on Employee Performance at the Regional Financial and Asset Management Agency of Palopo City. (Mujahidin et al., 2023)	Work-life Balance (X1), Work Stress (X2), Work Environment (X3), Employee Performance (Y).	Similarities: - Work Life Balance - Work Environment - Employee Performance Differences: - Work Stress	Since the total population in this study is unknown, a non-probability sampling method was employed, resulting in 160 respondents drawn from employees at the Regional Financial and Asset Management Agency of Palopo City. The research findings indicate that work-life balance has a positive and significant effect on employee performance, work stress also positively and significantly influences employee performance, and the work environment exerts a similarly positive and significant impact on employee performance.
The Influence of Work-Life Balance, Work Environment and Compensation on Employee Performance at PT Gunanusa Eramandiri (Mardiani & Alfin, 2021)	Work-life Balance (X1), Work Environment (X2), Compensation (X3), Employee Performance (Y).	Similarities: - Work Life Balance - Work Environment - Employee Performance Differences: - Compensation	The population in this study consisted of all 57 production employees, with a saturated sampling technique employed. The findings revealed that work-life balance, the work environment, and compensation each have a significant influence on employee performance. Consequently, the company should consider increasing time allocation, enhancing workplace conditions, and improving employee benefits—all of which are aimed at boosting overall employee performance.
The Influence of Work-Life Balance on Employee	Work-life Balance (X),	Similarities: - Work Life Balance	This study employed a quantitative approach

Performance Through Job Satisfaction on BPJS Employment Employees (Asari, 2022)	Employee Performance (Y), Work Satisfaction (Z)	- Employee Performance Differences: -Work Satisfaction	involving 30 employees. The results indicate that work-life balance influences employee performance and also impacts job satisfaction. Job satisfaction, in turn, has a significant and positive effect on employees, prompting companies to enhance performance by focusing on factors that foster employee satisfaction. Moreover, job satisfaction effectively mediates the relationship between work-life balance and employee performance.

2. Methods

This research was conducted at the Head Office of P.T.K. which is located at Jl. Raya Kebonagung No. 115 Pakisaji, Malang Regency. This location was chosen as the object of research because there are problems that are relevant to the title raised in this study.

2.1. Research variables

Performance (Y) refers to an individual's ability to complete tasks or achieve outcomes in line with established standards to support the attainment of organizational objectives. The success of an organization is largely determined by the performance of its employees; therefore, it is essential for companies or institutions to ensure that each employee fulfills their duties and responsibilities in accordance with the defined guidelines. As stated by Mangkunegara (2017), employee performance can be measured through several indicators, including quality of work, quantity of work, and punctuality.

The independent variables in this study are work-life balance (X1) and work environment (X2). Work-life balance refers to an individual's ability to manage and harmonize the demands of work and personal life. According to Natakusumah et al. (2022), the indicators used to measure the work-life balance variable include time balance, engagement balance, and satisfaction balance.

Meanwhile, the (X2) can be summarized as all the factors around employees that affect their satisfaction and productivity, including facilities that support task completion in the company. According to Sedarmayanti (2018), the work environment can generally be categorized into two types, physical and non-physical. The physical work environment encompasses all tangible conditions surrounding the workplace that may influence employees either directly or indirectly. As cited by Siagian in Sihaloho & Siregar (2020), the indicators of the physical work environment include the condition of workplace buildings, the availability of adequate work equipment, supporting facilities, and access to transportation infrastructure.Furthermore, Soetjipto (2010) explains that workplace buildings have several important aspects, such as adequate lighting, good air circulation, controlled noise, appropriate colors, and air humidity that support work comfort.

In addition to the physical work environment, there is also a non-physical work environment that includes all conditions related to work relationships, both between employees and superiors, fellow coworkers, and subordinates. According to Soetjipto

(2010), the non-physical dimension is measured through three main indicators, namely harmonious relationships, opportunities for advancement, and job security. Siagian (2014) further explains that harmonious relationships consist of several important aspects, such as relationships with coworkers at the same level, relationships between superiors and employees, and cooperation between employees.

2.2. Research scope

The scope of the research is very necessary so that this research has boundaries from the sector of location, time, and variables studied so as not to spread widely and not get out of these limits. The scope of this research includes several important aspects. First, the location of this research is only carried out at the Head Office of P.T.K. Malang Regency, so that the research results will be more specific and in accordance with the conditions in that place. Second, the object of this research is limited to employees who work at the Head Office of P.T.K. Malang, so that the data obtained is more focused and relevant to the research objectives. Third, this research only focuses on the issue of work-life balance and work environment, with restrictions that are directly related to employee performance. Lastly, the research was conducted from November 2024 to December 2024.

2.3. Population and sampling technique

Population refers to a group of individuals, objects, or other measures that can be the subject of research, and includes all objects under study. According to Arikunto (2006), "population is the whole object of research." In this study, the population consists of employees at the head office of P.T.K., which amounts to 115 employees. Data on the number of employees at P.T.K. head office is shown in the Table 2.

Table 2. Number of P.T.K. employees

Number	Division	Male	Female
1	General	22	7
2	Finance	6	3
3	Human Resources	4	3
4	Planning	5	4
5	Production	6	1
6	Customer Relations	9	5
7	Maintenance and Warehouse	11	1
8	Internal Audit Unit	3	2
9	Research and Development Center	8	2
10	Transmission and Distribution	6	3
11	Expert Staff	3	1
	Total	83	32
	Grand total	115	

This study adopts a quantitative approach, with data collected through the distribution of structured questionnaires. The sampling technique employed is the saturated sampling or census method, in which the entire population is included as the sample. A structured questionnaire serves as the primary instrument for gathering specific information (Usman & Akbar, 2008). Consequently, this research is categorized as a census study using questionnaires, with all employees at the head office of P.T.K. serving as respondents.

2.4. Data source and data type

The data sources used in this study consist of primary and secondary data obtained from P.T.K., Malang Regency. Primary data refers to information collected directly from the original source without undergoing prior interpretation or processing, as stated by Sugiyono (2017). The researcher gathers this data directly through various methods, such

as observation, interviews, questionnaires, experiments, or other data collection techniques. The advantage of primary data is that the information obtained can be specifically tailored to the research needs. In this study, primary data were collected through observation and questionnaires. Observation is a data collection method that involves systematic and detailed monitoring of phenomena or behaviors under study. Meanwhile, the questionnaire, according to Sugiyono (2013), is one of the most effective data collection techniques when the researcher has a clear understanding of the variables to be measured and the expectations of the respondents. In addition to primary data, this study also utilizes secondary data, which refers to information not obtained directly by the researcher from the subject but rather collected from pre-existing sources, as explained by Sugiyono (2017). In this study, secondary data were gathered from various sources, such as books, scientific journals, company reports, or previous studies relevant to the research topic.

In terms of data type, this study utilizes a quantitative approach. As defined by Sugiyono (2017), quantitative research is a scientific method that adheres to established scientific principles, including being concrete, measurable, objective, rational, and systematic. Moreover, quantitative research involves the use of numerical data and statistical techniques to systematically measure and analyze research variables.

2.5. Data collection technique

According to Sugiyono (2017), several data collection methods can be employed, including interviews, questionnaires, observations, and a combination of these three. Interviews serve as a valuable data collection technique when researchers aim to conduct a preliminary study to identify issues that need to be examined. Additionally, this method is utilized when researchers seek to obtain more in-depth information from respondents, particularly when the number of respondents is limited.

Table 3. Likert scale

Number	Answer	Score
1	Strongly Disagree	1
2	Disagree	2
3	Neutral	3
4	Agree	4
5	Strongly Agree	5

In this study, interviews were conducted with employees from the Human Resources (HR) department at P.T.K. Furthermore, questionnaires are a data collection technique that involves providing respondents with a series of written questions or statements to be answered. These questionnaires were distributed to employees of P.T.K. using Google Forms, facilitating the data collection process. Additionally, the questionnaires designed by the researcher employed a Likert scale as the measurement tool. Table 3 presents the detailed Likert scale score table used in this study.

Table 4. Indicators and question items

Variable	Indicators	question items
Work-Life Balance	1. Time Balance	1. I am able to divide my time between work and family.
		2. I am able to manage my time for personal enjoyment outside of work (hobbies, vacations, leave).
	2. Involvment Balance	3. I feel satisfied with my role in both work and family.
		4. I am able to fairly divide my involvement between work and family.
	3. Satisfaction Balance	5. I feel satisfied with my role in both work and family.

			6. I contribute well in my roles at both work and family.
Work Environment	1.	Physical	7. My workplace building has good lighting. 8. My workspace has good air circulation. 9. My workspace is comfortable and free from noise. 10. My workplace has an appealing color composition or a character that positively influences mood and attitude. 11. The humidity and temperature in my workspace are neither too cold nor too hot. 12. My workplace has sufficient equipment for employees to carry out their responsibilities. 13. There is a resting area for employees after work, as well as facilities such as a prayer room, toilets, and a cafeteria. 14. There is comfortable, affordable, and easily accessible public transportation around my workplace.
	2.	Non-Physical	15. My work environment has a harmonious relationship without conflicts among colleagues. 16. My work environment has good relationships between superiors and subordinates, with mutual respect for one another. 17. My work environment fosters good cooperation among employees, making task completion more effective and efficient. 18. My workplace provides opportunities for advancement, allowing employees to excel in their work and achieve the best results. 19. Employees receive protection in the work environment, particularly for their personal belongings, which are well-coordinated by the company's security team.
Performance	1.	Work Quality	20. I am able to demonstrate cleanliness, accuracy, and the ability to perform my job well. 21. I can create an organized work system, focus on details, and pay attention to each step of the process to reduce errors and improve outcomes.
	2.	Work Quantity	22. I am able to complete work efficiently under normal conditions. 23. I have good planning, prioritization, and effective time management skills. 24. I have time management and multitasking abilities that help me complete various tasks according to company expectations.
	3.	Timeliness	25. I complete my work according to the schedule set by the company. 26. I adhere to working hours and established procedures. 27. I understand deadlines and communicate effectively with colleagues to help complete tasks on time.

Additionally, observation has distinct characteristics compared to other data collection techniques. This method involves direct field observations to assess feasibility factors, supported by interviews in workplace analysis surveys.

2.6. Data analysis technique

Data analysis techniques are the processes used to systematically identify and organize data obtained from interviews, records, and documentation. This process involves organizing data into categories, elaborating on them, and drawing conclusions to facilitate understanding. In this study, the researcher used SPSS (Statistical Package for the Social Sciences) to process data, starting from descriptive statistical analysis tests to the F statistical test for the instrument used, namely the questionnaire items.

Firstly, descriptive statistical analysis, according to Ghozali (2016), provides an overview of data through various measures such as mean, standard deviation, variance, maximum value, minimum value, sum, range, kurtosis, and skewness. Descriptive statistics are generally used to present the sample data profile before applying statistical analysis techniques aimed at hypothesis testing. This method can explain the variables in this study and present important numerical measures for the sample data. Moreover, this test can be conducted using SPSS software.

Secondly, to ensure data quality, the researcher conducted both validity and reliability tests. The validity test is intended to determine whether the questionnaire accurately measures what it is designed to assess. A questionnaire is deemed valid if its items effectively represent the intended constructs. In this study, validity was tested by comparing the Correlated Item-Total Correlation value with the critical r-value from the r-table, using degrees of freedom (df)=n-2, where *n* represents the sample size and the significance level (alpha) is set at 0.5. If the calculated r-value exceeds the r-table value and is positive, the item or indicator is considered valid (Ghozali, 2016). Furthermore, the reliability test is used to ensure that the measured variables are free from errors, thereby producing consistent results even when tested multiple times. The reliability test, conducted with SPSS, produces a Cronbach Alpha value. An instrument is considered reliable if it has a Cronbach Alpha value greater than 0.6 (Ghozali, 2016).

Third, a classical assumption test is performed to evaluate whether the regression model is suitable for use as a predictive tool. The classical assumption tests include the normality test, multicollinearity test, heteroscedasticity test, and autocorrelation test. The purpose of the normality test is to assess whether the residuals in the regression model are normally distributed, as both the *t*-test and *F*-test assume normality of residuals. If this assumption is violated—particularly in studies with small sample sizes—the validity of the statistical test results may be compromised (Ghozali, 2016). Residual normality can be visually assessed using a normal probability plot, which compares the cumulative distribution of the data with a normal distribution. If the residuals are normally distributed, the plot will display a straight diagonal line. In addition, the Kolmogorov-Smirnov (K-S) non-parametric test can be employed to test for normality; if the significance value of the K-S test exceeds 0.05, the data are considered to be normally distributed (Ghozali, 2016).

The multicollinearity test is used to determine whether there is a correlation among the independent variables in the regression model. An ideal regression model should be free from multicollinearity. This condition can be identified by examining the Variance Inflation Factor (VIF) and tolerance values. If the VIF is below 10 and the tolerance value exceeds 0.1 (or 10%), the model can be considered free from multicollinearity (Ghozali, 2013). Furthermore, the heteroscedasticity test aims to assess whether there is an unequal variance of residuals across observations. When the variance remains consistent, the condition is referred to as homoscedasticity; otherwise, it is termed heteroscedasticity. A reliable regression model should exhibit homoscedasticity. One common approach to detecting heteroscedasticity is through graphical analysis. If the scatterplot of residuals forms a distinct and systematic pattern, heteroscedasticity is likely present. On the other hand, if the residuals appear randomly dispersed above and below the Y-axis zero line without a clear pattern, then heteroscedasticity is not indicated.

In addition, the autocorrelation test aims to determine whether there is a relationship between disturbance errors in period t and disturbance errors in period t-1 in the linear regression model. If such a relationship exists, it indicates the presence of autocorrelation.

Autocorrelation can occur when sequential observations over time are interconnected (Ghozali, 2013). According to Ghozali (2013), an ideal linear regression model should be free from autocorrelation. One method to detect autocorrelation is the Durbin-Watson (DW) test. This test specifically identifies first-order autocorrelation and requires an intercept in the regression model without other variables among the independent variables. The decision regarding the presence of autocorrelation is based on the DW value as follows: if the DW value is between the upper bound (du) and (4-du), the autocorrelation coefficient is considered zero, indicating no autocorrelation. If the DW value is lower than the lower bound (dl), the autocorrelation coefficient is greater than zero, indicating positive autocorrelation. If the DW value is higher than (4-dl), the autocorrelation coefficient is less than zero, indicating negative autocorrelation. If the DW value is between the upper bound (du) and the lower bound (dl) or between (4-dl), the result is inconclusive.

Furthermore, multiple linear regression analysis is used for hypothesis testing in this study. This method predicts the extent to which changes in the dependent variable occur when independent variables are manipulated or changed (Sugiyono, 2013). The multiple linear regression formula is as follows

$$Y = a + b1X1 + b2X2 + e \quad \text{(Eq. 1)}$$

Y represents Performance, while a is the Constant. Additionally, X1 refers to Job Training, and X2 represents the Work Environment. Furthermore, b1 is the Coefficient for Job Training, whereas b2 is the Coefficient for Work Environment. Lastly, e denotes the Standard Error.

Finally, hypothesis testing is conducted to determine whether the independent variables have a significant influence on the dependent variable, thus enabling conclusions about the acceptance or rejection of the proposed hypotheses. The t-statistical test (partial test) is used to evaluate the individual contribution of each independent variable to the variation in the dependent variable. The null hypothesis (H_0) posits that the parameter (b_i) equals zero. The t-test compares the difference between the sample mean and the hypothesized value relative to the standard error of that difference. When the degrees of freedom (df) are 20 or more and the significance level is set at 5%, H_0 may be rejected if the calculated t-value exceeds the critical t-value from the t-table. In such cases, H_1 is accepted, indicating that the independent variable has a statistically significant effect on the dependent variable (Ghozali, 2016).

In addition, the F-statistical test (simultaneous test), as outlined by Ghozali (2016), is employed to assess whether all independent variables in the regression model jointly have a significant effect on the dependent variable. The null hypothesis (H_0) states that all parameters in the model are equal to zero. If the calculated F-value exceeds 4 at a 5% significance level, H_0 is rejected, and the alternative hypothesis is accepted—indicating that the independent variables collectively have a significant influence on the dependent variable. Furthermore, the coefficient of determination (R^2) is used to measure the extent to which the model explains the variation in the dependent variable. The R^2 value ranges from 0 to 1, with lower values indicating that the independent variables have limited explanatory power, while values approaching 1 suggest that the independent variables account for nearly all of the variability in the dependent variable (Ghozali, 2016).

3. Results and Discussion

3,1 Research conceptual framework

Sugiyono (2013) states that the conceptual framework in research is a theoretical relationship that links all variables, both dependent and independent. This includes what will be measured and observed in the study. Meanwhile, Nursalam (2017) suggests that the conceptual framework of research is the result of abstraction from various realities that can be understood and serves as a theoretical basis for describing the relationship between the

variables studied. Thus, from the explanations of the two experts, it can be concluded that the research conceptual framework is an abstract explanation of the relationship between the variables to be studied.

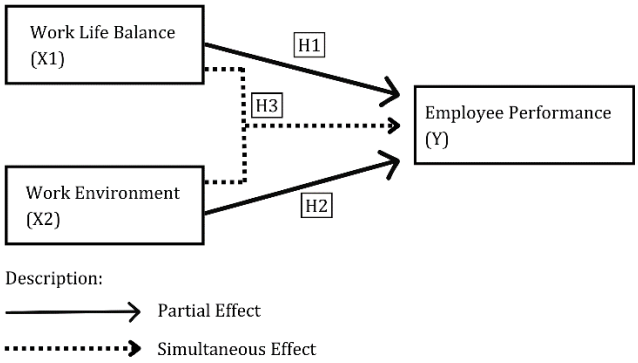

Fig. 2. Research conceptual framework

3.2. Hypothesis development

A hypothesis is a provisional conclusion formulated in response to research problem statements and requires empirical testing through data collection. According to Sugiyono (2017), a hypothesis is a temporary answer derived from problem formulation, which must be verified due to its tentative nature. Based on the theoretical framework, this study proposes the following hypothesis: H1 states that work-life balance has a positive effect on employee performance. In other words, individuals with better work-life balance are likely to demonstrate higher performance. This assumption is supported by a study conducted by Mardiani & Alfin (2021), which found that work-life balance has a positive impact on employee performance.

The second hypothesis (H2) suggests that the work environment has a positive influence on employee performance. A supportive and comfortable work environment enables employees to carry out their duties more effectively, thereby enhancing overall performance. As noted by Sedarmayanti (2011), the work environment includes all tools, materials, and surrounding conditions encountered by individuals in the workplace, as well as the procedures and organizational systems—both individual and collective—that shape work processes. Supporting this view, a study by Weol (2015) also confirmed that the work environment has a significant and positive effect on employee performance.

The third hypothesis (H3) posits that work-life balance and the work environment, when considered simultaneously, have a positive effect on employee performance. This view is supported by a study conducted by Palar et al. (2022), which concluded that the combined influence of work-life balance and the work environment significantly and positively impacts employee performance.

3.4. Respondent characteristics

The characteristics of this respondent aim to determine the diversity of respondents from the 115 respondents taken. After conducting research through questionnaires to respondents, these characteristics are based on several aspects, namely gender, age, latest education, length of service, and employment status. based on the results of the research that has been conducted, it can be seen that the distribution of respondents based on the gender of employees is shown in the following Table 5.

Table 5 shows the respondent gender data covering a total of 115 respondents, of which 83 were male, which accounted for 72.2% of the overall respondents, while 32. From this data, it can be concluded that male respondents dominate in this study, with a proportion of almost three quarters of the total respondents.

Table 5. Characteristics based on gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	83	72.2	72.2	72.2
	Female	32	27.8	27.8	100.0
	Total	115	100.0	100.0	

Based on the results of the research that has been conducted, it can be seen based on the age of employees as shown in the Table 6. Table 6 shows the age distribution of respondents covers a total of 115 respondents with details of the 20-30 years age group comprising 38 respondents, which accounted for 33.0% of the total, while the 31-40 years age group had 28 respondents, or 24.3%. The 41-50 years age group also consists of 28 respondents, with the same percentage of 24.3%. Meanwhile, the 51-55 age group includes 21 respondents, which equates to 18.3%. From this data, it can be concluded that the majority of respondents are in the younger age group of 20-30 years, while the proportion of older respondents is gradually decreasing.

Table 6. Characteristics by age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	38	33.0	33.0	33.0
	31-40	28	24.3	24.3	57.4
	41-50	28	24.3	24.3	81.7
	51-55	21	18.3	18.3	100.0
	Total	115	100.0	100.0	

Based on the results of the research that has been conducted, it can be seen based on the latest education level of employees as shown in the Table 7. Table 7 shows the distribution of respondents' education covering a total of 115 respondents with the following details, 17 respondents with a high school education background, representing 14.8% of the total. Meanwhile, VHS education is represented by 10 respondents, or 8.7%. There is also 1 respondent with a D2 education, which is equivalent to 0.9%, and 4 respondents with a D3 education, covering 3.5%. S1 education has the highest number, at 73 respondents, accounting for 63.5% of the total. Respondents with a master's degree amounted to 4 people, or 3.5%, while a four-year degree was represented by 3 respondents, which is equivalent to 2.6%. Finally, there is 1 respondent with an STM education, which represents 0.9%. From this data, it can be concluded that the majority of respondents have an S1 education, which indicates a relatively high level of education in this study, while the proportion of respondents with education below S1 is quite small.

Table 7. Characteristics based on the latest education level

	Frequency	Percent	Valid Percent	Cumulative Percent
SHS	17	14.8	14.8	14.8
VHS	10	8.7	8.7	23.5
Diploma 2	1	.9	.9	24.3
Diploma 3	4	3.5	3.5	27.8
Bachelor	73	63.5	63.5	91.3
Magister	5	4.3	4.3	95.7
Diploma 4	4	3.5	3.5	99.1
STM	1	.9	.9	100.0
Total	115	100.0	100.0	

Based on the results of the research that has been conducted, the frequency of employee tenure can be seen in the Table 8. The Table 8 shows the distribution of respondents' tenure consists of a total of 115 respondents with the following details: respondents with less than 1 year of service amounted to 7 people, which represented 6.1% of the total. The group with 1-5 years of service had 40 respondents, or 34.8%. Respondents with a tenure of 5-10 years totaled 13 people, equivalent to 11.3%. Meanwhile, the group

with more than 10 years of service includes 55 respondents, which makes up 47.8%. From this data, it can be concluded that the majority of respondents have a tenure of more than 10 years, followed by the 1-5 year group, indicating a varied work experience among respondents

Table 8. Characteristics based on period of service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	7	6.1	6.1	6.1
	1-5 year	40	34.8	34.8	40.9
	5-10 year	13	11.3	11.3	52.2
	More than 10 year	55	47.8	47.8	100.0
	Total	115	100.0	100.0	

Based on the results of the research that has been conducted, the frequency of employee employment status can be seen in the Table 9. Table 9 shows that the employment status of respondents includes a total of 115 individuals with various status categories. Of these, 5 respondents are apprentices, which equates to 4.3%. The HRK category is represented by 8 respondents, accounting for 7.0%. In addition, there were 3 respondents who were prospective employees, representing 2.6%. However, the majority of the respondents, 99 people, were permanent employees, accounting for 86.1% of the total. This data indicates that most respondents have a stable employment status as permanent employees, while the proportion of respondents who are in the internship, HRK, and prospective employee statuses is relatively small.

Table 9. Characteristics based on employment status

		Frequency	Percent	Valid Percent	Cumulative Pervent
Valid	Internship	5	4.3	4.3	4.3
	HRK	8	7.0	7.0	11.3
	Prospective employee	3	2.6	2.6	13.9
	full-time employee	99	86.1	86.1	100.0
	Total	115	100.0	100.0	

Firstly, the frequency distribution of respondonde's answers to variable work life balance items (X1) can be seen in table 10 below. The descriptive statistical results for statement X1.1 indicate that no respondents assigned a score of 1 (Strongly Disagree) or 2 (Disagree). A total of 5 respondents, or 4%, selected a score of 3 (Neutral), while 69 respondents, equivalent to 60%, provided a score of 4 (Agree), and 41 respondents, accounting for 36%, chose a score of 5 (Strongly Agree). The mean score for this item is 4.3, suggesting that the majority of respondents tend to agree with the given statement.

Table 10. Descriptive of work life balance variable (X1)

Variable	Item	Score										Mean
		1 (STS)		2 (TS)		3 (N)		4 (S)		5 (SS)		
		F	%	F	%	F	%	F	%	F	%	
Work Life Balance (X1)	X 1.1	0	0	0	0	5	4%	69	60%	41	36%	4.313043
	X 1.2	0	0	0	0	7	6%	64	56%	44	38%	4.321739
	X 1.3	0	0	0	0	2	2%	55	48%	58	50%	4.486957
	X 1.4	0	0	0	0	1	1%	54	47%	60	52%	4.513043
	X 1.5	0	0	0	0	3	3%	67	58%	45	39%	4.365217
	X 1.6	0	0	0	0	0	0%	61	53%	54	47%	4.469565
	Average											4.411594

Similarly, the descriptive statistical results for statement X1.2 reveal that no respondents assigned a score of 1 or 2. A total of 7 respondents, or 6%, selected a score of

3, while 64 respondents, representing 56%, assigned a score of 4, and 44 respondents, or 38%, selected a score of 5. The mean score for this item is also 4.3, indicating that respondents generally agree with the statement, although slightly more respondents chose a neutral response compared to X1.1.

For statement X1.3, the descriptive statistical results show that no respondents assigned a score of 1 or 2. A total of 2 respondents, or 2%, selected a score of 3, while 55 respondents, equivalent to 48%, provided a score of 4, and 58 respondents, or 50%, selected a score of 5. The mean score for this item is 4.4, demonstrating that the majority of respondents hold a positive view and tend to agree with the statement, with a relatively balanced proportion between those who agree and those who strongly agree.

Regarding statement X1.4, the descriptive statistical results indicate that no respondents assigned a score of 1 or 2. Only 1 respondent, or 1%, selected a score of 3, while 54 respondents, representing 47%, assigned a score of 4, and 60 respondents, or 52%, chose a score of 5. The mean score for this item is 4.5, highlighting that the majority of respondents agree with the statement, with nearly half expressing strong agreement.

The descriptive statistical results for statement X1.5 indicate that no respondents assigned a score of 1 or 2. A total of 3 respondents, or 3%, selected a score of 3, while 67 respondents, equivalent to 58%, provided a score of 4, and 45 respondents, or 39%, assigned a score of 5. The mean score for this item is 4.3, confirming that most respondents tend to agree with the statement, with a majority expressing positive support.

For statement X1.6, the descriptive statistical results reveal that no respondents assigned a score of 1 or 2. Additionally, no respondents selected a score of 3, while 61 respondents, accounting for 53%, assigned a score of 4, and 54 respondents, or 47%, selected a score of 5. The mean score for this item is 4.4, suggesting that most respondents agree with the statement, with no neutral responses recorded. Overall, all items indicate that the majority of respondents tend to agree with the given statements, with an average score of 4.4. This reflects a positive perception among respondents regarding the aspects evaluated in each item. Secondly, the frequency distribution of respondent answers to variable work environment items (X2) can be seen in table 11 below.

Table 11. Descriptive of work environment variable (X2)

Variable	Item	Score										Mean
		1		2		3		4		5		
		F	%	F	%	F	%	F	%	F	%	
Work Environment (X2)	X 2.1	0	0%	2	2%	12	10%	63	55%	38	33%	4.19
	X 2.2	0	0%	1	1%	13	11%	73	63%	28	24%	4.11
	X 2.3	0	0%	2	2%	17	15%	58	50%	38	33%	4.15
	X 2.4	0	0%	5	4%	20	17%	60	52%	30	26%	4.00
	X 2.5	0	0%	5	4%	15	13%	69	60%	26	23%	4.01
	X 2.6	0	0%	0	0%	3	3%	57	50%	55	48%	4.45
	X 2.7	0	0%	0	0%	0	0%	52	45%	63	55%	4.55
	X 2.8	0	0%	0	0%	3	3%	52	45%	60	52%	4.50
	X 2.9	0	0%	0	0%	8	7%	61	53%	46	40%	4.33
	X 2.10	0	0%	0	0%	7	6%	62	54%	46	40%	4.34
	X 2.11	0	0%	0	0%	2	2%	48	42%	65	57%	4.55
	X 2.12	0	0%	0	0%	4	3%	62	54%	49	43%	4.39
	X 2.13	0	0%	0	0%	0	0	67	58%	48	42%	4.42
	Average											4.31

The descriptive statistical results for statement X2.1 indicate that no respondents gave a score of 1 (Strongly Disagree), while 2 respondents, or 2%, gave a score of 2 (Disagree). A total of 12 respondents, equivalent to 10%, chose a score of 3 (Neutral). On the other hand, 63 respondents, or 55%, provided a score of 4 (Agree), and 38 respondents, or 33%, selected a score of 5 (Strongly Agree). The mean score for this item is 4.19, indicating that the majority of respondents tend to agree with the statement regarding the work environment.

The descriptive statistical results for statement X2.2 show similar findings, where no respondents gave a score of 1, and only 1 respondent, or 1%, chose a score of 2. A total of 13 respondents, or 11%, provided a score of 3, while 73 respondents, accounting for 63%, gave a score of 4, and 28 respondents, or 24%, selected a score of 5. The mean score for this item is also 4.11, suggesting that respondents generally agree with the statement presented.

The descriptive statistical results for statement X2.3 indicate that no respondents gave a score of 1 or 2. A total of 17 respondents, or 15%, chose a score of 3, while 58 respondents, equivalent to 50%, gave a score of 4, and 38 respondents, or 33%, selected a score of 5. The mean score for this item remains at 4.15, demonstrating that the majority of respondents have a positive perception and tend to agree with the statement.

The descriptive statistical results for statement X2.4 show that no respondents provided a score of 1. A total of 5 respondents, or 4%, gave a score of 2, while 20 respondents, or 17%, chose a score of 3. Meanwhile, 60 respondents, accounting for 52%, provided a score of 4, and 30 respondents, or 26%, selected a score of 5. The mean score for this item is also 4.00, indicating that the majority of respondents agree with the statement presented.

The descriptive statistical results for statement X2.5 reveal that no respondents provided a score of 1. A total of 5 respondents, or 4%, selected a score of 2, while 15 respondents, or 13%, chose a score of 3. A total of 69 respondents, equivalent to 60%, gave a score of 4, and 26 respondents, or 23%, selected a score of 5. The mean score for this item is 4.01, demonstrating that most respondents tend to agree with the statement.

The descriptive statistical results for statement X2.6 indicate that no respondents provided a score of 1 or 2. A total of 3 respondents, or 3%, gave a score of 3, while 57 respondents, accounting for 50%, provided a score of 4, and 55 respondents, or 48%, selected a score of 5. The mean score for this item is 4.45, indicating that the majority of respondents agree with the statement.

The descriptive statistical results for statement X2.7 show that no respondents provided a score of 1, 2, or 3. A total of 52 respondents, or 45%, gave a score of 4, while 63 respondents, equivalent to 55%, selected a score of 5. The mean score for this item is 4.55, indicating that the majority of respondents agree with the statement.

The descriptive statistical results for statement X2.8 indicate that no respondents provided a score of 1 or 2. A total of 3 respondents, or 3%, selected a score of 3, while 52 respondents, accounting for 45%, provided a score of 4, and 60 respondents, or 52%, chose a score of 5. The mean score for this item is also 4.50, suggesting that the majority of respondents tend to agree with the statement presented.

The descriptive statistical results for statement X2.9 reveal that no respondents gave a score of 1 or 2. A total of 8 respondents, or 7%, selected a score of 3, while 61 respondents, equivalent to 53%, gave a score of 4, and 46 respondents, or 40%, chose a score of 5. The mean score for this item is 4.33, indicating that most respondents have a positive perception of the statement presented.

The descriptive statistical results for statement X2.10 indicate that no respondents provided a score of 1 or 2. A total of 7 respondents, or 6%, selected a score of 3, while 62 respondents, accounting for 54%, provided a score of 4, and 46 respondents, or 40%, chose a score of 5. The mean score for this item is also 4.34, suggesting that respondents generally agree with the statement.

The descriptive statistical results for statement X2.11 show that no respondents provided a score of 1 or 2. A total of 2 respondents, or 2%, selected a score of 3, while 48 respondents, equivalent to 42%, provided a score of 4, and 65 respondents, or 57%, chose a score of 5. The mean score for this item is 4.55, indicating that the majority of respondents agree with the statement presented.

The descriptive statistical results for statement X2.12 indicate that no respondents provided a score of 1 or 2. A total of 4 respondents, or 3%, selected a score of 3, while 62 respondents, accounting for 54%, provided a score of 4, and 49 respondents, or 43%, chose a score of 5. The mean score for this item is 4.39, suggesting that most respondents tend to agree with the statement presented.

The descriptive statistical results for statement X2.13 reveal that no respondents provided a score of 1 or 2. None of the respondents selected a score of 3, while 67 respondents, or 58%, gave a score of 4, and 48 respondents, equivalent to 42%, selected a score of 5. The mean score for this item is also 4.42, indicating that the majority of respondents agree with the statement. From the descriptive analysis of the work environment variable (X2), it can be concluded that the majority of respondents tend to agree with all the statements presented, with a consistent average score of 4.31. This reflects a positive perception of the respondents regarding the assessed work environment conditions, indicating that these aspects are considered supportive of employee performance.

Thirdly, the frequency distribution of respondents' answers to variable items of employee performance (Y) can be seen in Table 12. The descriptive statistical results for statement Y1 indicate that no respondents assigned a score of 1 (Strongly Disagree) or 2 (Disagree). A total of 11 respondents, or 10%, selected a score of 3 (Neutral), while 43 respondents, representing 37%, assigned a score of 4 (Agree), and 61 respondents, equivalent to 53%, assigned a score of 5 (Strongly Agree). The average score for this item was 4.43, indicating that the majority of respondents tended to agree with the statement, with a significant proportion expressing strong support.

Table 12. Descriptive of employee performance variable (Y)

Variable	Item	Score										Mean
		1		2		3		4		5		
		F	%	F	%	F	%	F	%	F	%	
	Y1	0	0%	0	0%	11	10%	43	37%	61	53%	4.43
	Y2	0	0%	2	2%	9	8%	51	44%	53	46%	4.35
	Y3	0	0%	0	0%	9	8%	48	42%	58	50%	4.43
Employee	Y4	0	0%	0	0%	8	7%	59	51%	48	42%	4.35
Performance	Y5	0	0%	1	1%	7	6%	52	45%	55	48%	4.40
(Y)	Y6	0	0%	0	0%	5	4%	57	50%	53	46%	4.42
	Y7	0	0%	0	0%	1	1%	55	48%	59	51%	4.50
	Y8	0	0%	1	1%	8	7%	46	40%	60	52%	4.43
	Average											4.40

The descriptive statistical results for statement Y2 show that no respondents assigned a score of 1 or 2. A total of 9 respondents, or 8%, provided a score of 3, while 51 respondents, representing 44%, assigned a score of 4, and 53 respondents, equivalent to 46%, assigned a score of 5. The average score for this item was 4.35, suggesting that respondents generally agreed with the statement, with nearly half of them indicating a high level of agreement.

For statement Y3, no respondents assigned a score of 1 or 2. A total of 9 respondents, or 8%, selected a score of 3, while 48 respondents, representing 42%, assigned a score of 4, and 58 respondents, equivalent to 50%, assigned a score of 5. The average score for this item was 4.43, indicating that the majority of respondents held a positive view and tended to agree with the statement.

The descriptive statistical results for statement Y4 reveal that no respondents assigned a score of 1 or 2. A total of 8 respondents, or 7%, selected a score of 3, while 59 respondents, representing 51%, assigned a score of 4, and 48 respondents, equivalent to 42%, assigned a score of 5. The average score for this item was 4.35, suggesting that the majority of respondents agreed with the statement, although the proportion of those who strongly agreed was slightly lower compared to the previous items.

For statement Y5, no respondents assigned a score of 1. Only 1 respondent, or 1%, assigned a score of 2, while 7 respondents, or 6%, selected a score of 3. Meanwhile, 52 respondents, representing 45%, assigned a score of 4, and 55 respondents, equivalent to 48%, assigned a score of 5. The average score for this item was 4.40, indicating that the majority of respondents tended to agree with the statement.

The descriptive statistical results for statement Y6 indicate that no respondents assigned a score of 1 or 2. A total of 5 respondents, or 4%, selected a score of 3, while 57 respondents, representing 50%, assigned a score of 4, and 53 respondents, equivalent to 46%, assigned a score of 5. The average score for this item was 4.42, showing that the majority of respondents agreed with the statement, with strong support from nearly half of them.

For statement Y7, the descriptive statistical results reveal that no respondents assigned a score of 1 or 2. Only 1 respondent, or 1%, assigned a score of 3, while 55 respondents, representing 48%, assigned a score of 4, and 59 respondents, equivalent to 51%, assigned a score of 5. The average score for this item was 4.50, indicating that the majority of respondents strongly agreed with the statement, with a significantly high proportion expressing strong agreement.

The descriptive statistical results for statement Y8 indicate that no respondents assigned a score of 1. Only 1 respondent, or 1%, assigned a score of 2, while 8 respondents, or 7%, selected a score of 3. A total of 46 respondents, representing 40%, assigned a score of 4, and 60 respondents, equivalent to 52%, assigned a score of 5. The average score for this item was 4.43, indicating that the majority of respondents tended to agree with the statement.

Based on the descriptive analysis of the employee performance variable (Y), it can be concluded that the majority of respondents expressed a positive view regarding all the statements presented, with an overall average score of 4.40. This finding reflects that respondents perceive employee performance in their work environment as good enough.

3.5. Data Analysis Results

The results of descriptive analysis of all respondents' answers, namely P.T.K. employees, can be seen in Table 13.

Table 13. Descriptive statistical analysis

	N	Minimum	Maximum	Mean	Std. Deviation
X1	115	22.00	30.00	26.4696	2.42184
X2	115	42.00	65.00	56.1826	5.56868
Y	115	24.00	40.00	35.3130	4.13875
Valid N (listwise)	115				

The Work-Life Balance variable (X1) consists of 115 respondents, with a minimum score of 22 and a maximum score of 30. The average score for this variable is 26.47, with a standard deviation of 2.42. The mean value, which is close to the midpoint, indicates that respondents hold a positive perception of the balance between work and personal life. The relatively low standard deviation suggests consistency in responses, indicating that respondents share similar perceptions regarding this aspect of balance.

The Work Environment variable (X2) also includes 115 respondents, with a minimum score of 42 and a maximum score of 65. The obtained mean score is 56.18, with a standard deviation of 5.57. The relatively high mean score suggests that respondents perceive their work environment as supportive and positive. However, the larger standard deviation compared to variable X1 indicates a wider variation in respondents' perspectives, suggesting that some individuals may have less satisfactory experiences in their work environment.

The Employee Performance variable (Y) also involves 115 respondents, with a minimum score of 24 and a maximum score of 40. The mean score for employee performance is 35.31, with a standard deviation of 4.14. The high mean score suggests that, overall, respondents assess employee performance within their organization as fairly good. The moderate standard deviation indicates some variation in performance evaluations, which may be influenced by factors such as differences in experience levels or job responsibilities among respondents.

The validity test is conducted to evaluate the accuracy of a questionnaire in measuring the intended variables. A questionnaire is considered valid when its items effectively capture the constructs they are designed to assess (Ghozali, 2016). Item validity is determined by correlating each item score with the total score. If the resulting correlation coefficient (r) exceeds 0.05, the item is classified as valid. Conversely, items with r-values below 0.05 are considered invalid and may require revision or elimination. In this study, the researcher employed SPSS version 16 to perform the validity testing.

In this study, the total number of respondents is 115. To determine the critical value (Rtabel), a two-tailed test probability with a significance level of 0.05 was applied. The degrees of freedom (df) were calculated using the formula df = n - 2, resulting in df = 115 - 2 = 113. Therefore, the Rtabel value for the validity test in this analysis is 0.183. Details of the validity test results are presented in Table 14.

Based on the validity test results in the table above, it shows that all questions on the Employee Performance (Y), Work Life Balance (X1), and Work Environment (X2) variables are valid. This is because the correlation value of Rhitung is greater than Rtabel, which is 0.183.

Table 14. Validity test results

Variable	Item	R Count	R table	Description
Employee Performance (Y)	Y1	0.821	0.183	VALID
	Y2	0.841	0.183	VALID
	Y3	0.855	0.183	VALID
	Y4	0.842	0.183	VALID
	Y5	0.832	0.183	VALID
	Y6	0.779	0.183	VALID
	Y7	0.767	0.183	VALID
	Y8	0.847	0.183	VALID
Work Life Balance (X1)	X1.1	0.841	0.183	VALID
	X1.2	0.728	0.183	VALID
	X1.3	0.721	0.183	VALID
	X1.4	0.679	0.183	VALID
	X1.5	0.746	0.183	VALID
	X1.6	0.785	0.183	VALID
Work Environment (X2)	X2.1	0.832	0.183	VALID
	X2.2	0.814	0.183	VALID
	X2.3	0.770	0.183	VALID
	X2.4	0.848	0.183	VALID
	X2.5	0.829	0.183	VALID
	X2.6	0.717	0.183	VALID
	X2.7	0.470	0.183	VALID
	X2.8	0.590	0.183	VALID
	X2.9	0.702	0.183	VALID
	X2.10	0.639	0.183	VALID
	X2.11	0.631	0.183	VALID
	X2.12	0.697	0.183	VALID
	X2.13	0.750	0.183	VALID

The reliability test is conducted to ensure that the variables being measured are free from measurement errors and yield consistent results across repeated trials. Using SPSS software, the reliability analysis produces a Cronbach's Alpha value. An instrument is deemed reliable if its Cronbach's Alpha exceeds 0.6 (Ghozali, 2016). The reliability test results for each variable are presented in Table 15 below.

The reliability test results presented in the table display the Cronbach's Alpha values for each variable examined. The Employee Performance variable (Y) yielded a Cronbach's Alpha of 0.932, indicating a very high level of reliability. Likewise, the Work Environment variable (X2) demonstrated strong reliability with a value of 0.922. The Work-Life Balance variable (X1) also falls within the reliable category, with a Cronbach's Alpha of 0.844.

Table 15. Reliability test results

NO.	Variable	*Cronbach's Alpha*	Description
1	Employee Performance (Y)	0.932	Reliabel
2	*Work Life Balance* (X1)	0.844	Reliabel
3	Work environment (X2)	0.922	Reliabel

According to Ghozali (2016), an instrument is considered reliable if it consistently produces stable results when applied repeatedly. In general, a Cronbach's Alpha value above 0.60 indicates acceptable reliability, while values exceeding 0.90 reflect an excellent level of reliability. Therefore, the results of this reliability test suggest that all variables in this study demonstrate strong internal consistency, and the instruments used are dependable for accurately capturing the phenomena under investigation.

The normality test is conducted to assess whether the residuals, or confounding variables, in the regression model are normally distributed. One way to evaluate this is through a normal probability plot, which compares the cumulative distribution of the residuals with a standard normal distribution. If the residuals follow a normal distribution, the points in the plot will align closely along a straight diagonal line. Additionally, the Kolmogorov-Smirnov (K-S) non-parametric test can be employed to assess normality. A significance value greater than 0.05 from the K-S test indicates that the residuals are normally distributed (Ghozali, 2016).

Based on Table 16, the results of the Kolmogorov-Smirnov test show an Asymp. Sig. (2-tailed) value of 0.059, which exceeds the threshold of 0.050. This indicates that the residuals are normally distributed. Consequently, the regression model satisfies the assumption of normality, which is essential for conducting further statistical analyses. Therefore, the data are deemed appropriate for use with analytical techniques that require normally distributed residuals.

Table 16. Normality test results

		Unstandaridized Residual
N		115
Normal Parameters	Mean	0.0000000
	Std. Deviation	2.00103067
Most Extreme Differences	Absolute	0.124
	Positive	0.066
	Negative	-0.124
Kolmogorov-Smirnov Z		1.326
Asymp. Sig. (2-tailed)		0.059

Furthermore, the multicollinearity test is used to determine whether there is a correlation among the independent variables within the regression model. An ideal regression model should be free from multicollinearity, meaning that the independent variables are not highly correlated with each other. To detect multicollinearity, researchers examine the Variance Inflation Factor (VIF) and tolerance values. According to Ghozali (2013), if the VIF is less than 10 and the tolerance is greater than 0.1 (or 10%), it can be concluded that multicollinearity is not present in the regression model.

The analysis of the Table 17 shows that the tolerance values for WLB (Work Life Balance) and LK (Work Environment) are 0.398 each, which indicates that there is no serious multicollinearity problem. The Variance Inflation Factor (VIF) value for both variables is 2.51, which also confirms that there is no significant multicollinearity, as the VIF value is below 10. The analysis results also show that the WLB variable has a greater influence on KP (Employee Performance) compared to LK, this is indicated by the WLB standardized coefficient (Beta) value of 0.662 while LK only has a Beta value of 0.266. This means that when variables are measured in the same units, the contribution of WLB to KP is more significant. Additionaly, the significance of the influence of both variables is also very clear, with a significance value for WLB of 0.000 and for LK of 0.001, both showing a

highly significant influence ($p < 0.01$). Thus, these results indicate that WLB and LK significantly affect KP, without any multicollinearity issues that may affect the validity of the analysis results.

Table 17. Multicollinearity test results

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-4.917	2.108		-2.332	0.021		
	WLB	1.131	0.124	0.662	9.133	0.000	0.398	2.515
	LK	0.184	0.052	0.256	3.532	0.001	0.398	2.515

The heteroscedasticity test is used to assess whether there is unequal variance of residuals across observations. When the variance of the residuals remains constant, the condition is referred to as homoscedasticity; if the variance varies, it is termed heteroscedasticity. An ideal regression model should exhibit homoscedasticity. One method to detect heteroscedasticity is through scatterplot analysis. If the points on the plot form a specific and consistent pattern, it suggests the presence of heteroscedasticity. Conversely, if the points are randomly scattered above and below the zero line on the Y-axis without a discernible pattern, it indicates that heteroscedasticity is not present.

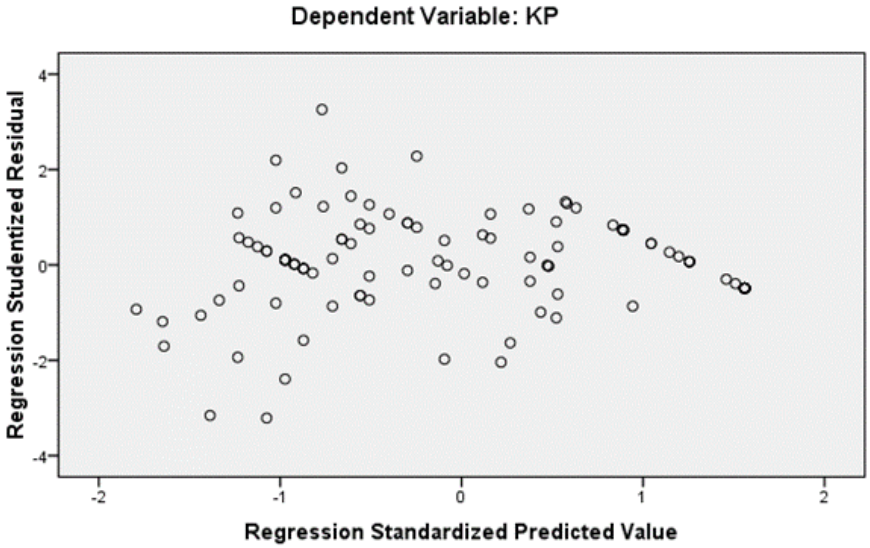

Fig. 3. Scatterplot test results

Based on the Figure 3 of the heteroscedasticity test results, the data points look scattered both above and below the number 0 on the Y axis randomly, without forming a certain pattern. Therefore, this regression model can be considered suitable for use because there is no indication of heteroscedasticity, which indicates that the regression model is valid for application. Next, according to Ghozali (2013), a good linear regression model should be free from autocorrelation. One method that can be used to detect the presence of autocorrelation is the Durbin-Watson Test (DW test). This test is specifically to identify first order autocorrelation and requires an intercept (constant) in the regression model, as well as no other variables between the independent variables.

Table 18. Autocorrelation test results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.689	0.475	0.466	1.51966	1.735

Based on the data provided, the Durbin-Watson (DW) value obtained is 1.735, with a total of 115 observations (n), as well as a lower limit (dL) of 1.661 and an upper limit (dU) of 1.731. In the Durbin-Watson analysis, if the DW value is located above dU and below (4-dU), then the residual coefficient can be considered equal to zero, which indicates that there is no positive autocorrelation in the regression model. In this case, because the DW value (1.735) is located above dU (1.731), and below (4-dU) which is 2.269. So it can be concluded that there is no positive autocorrelation in this model.

Thus, the residuals of the regression model are not correlated with each other, which indicates that the model is valid and reliable. This absence of positive autocorrelation provides more confidence in the use of the model for further analysis and prediction, and confirms that the assumptions in regression analysis have been met.

Furthermore, the effect between the independent variables, namely WLB, and LK on the dependent variable, namely KP, can be determined by testing multiple linear regression analysis. This test is carried out with a tool in the form of an application in a computer with the SPSS (Statistical Program for Social Science) version 16 program. Can be seen in Table 19 below.

Table 19. Multiple linear regression analysis test results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4.917	2.108		-2.332	0.021
	WLB	1.131	0.124	0.662	9.133	0.000
	LK	0.184	0.052	0.256	3.532	0.001

Furthermore, the constant value in this regression model is -4.917, which represents the value of KP when all independent variables (WLB and LK) are equal to zero, meaning KP = -4.917. The coefficient for WLB is 1.131, indicating that for every one-unit increase in WLB, KP will increase by 1.131, assuming LK remains constant. This demonstrates that WLB has a significantly positive influence on KP, and the analysis results show that this variable is an important factor in explaining variations in KP. In addition, with a very high t-value (9.133) and a very low significance level (0.000), the effect of WLB on KP can be considered very strong. Based on the Table 19 above, the multiple linear regression equation model can be obtained as follows.

$$Y = -4.917+1.131X1+0.184X2+e \quad \text{(Eq. 2)}$$

Meanwhile, the coefficient for LK is 0.184, meaning that each one-unit increase in LK will increase KP by 0.184 units while keeping WLB constant. Although the effect of LK on KP is positive, its coefficient value is smaller compared to WLB, indicating that LK has a lower impact on KP. Furthermore, the t-value for LK is 3.532, with a significance level (Sig.) of 0.001, which shows that LK also has a significant effect on KP, although not as strong as WLB. Thus, this confirms that LK remains a relevant factor in this regression model.

Table 20. T statistical test results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4.917	2.108		-2.332	.021
	WLB	1.131	0.124	0.662	9.133	.000
	LK	0.184	0.052	0.256	3.532	.001

Next, The T test is conducted to show how far the influence of the independent variable on the dependent variable individually. In this study, the hypothesis test was used to determine the effect of work life balance variables, and the work environment on employee performance. With the criteria if t count is greater than t table then the independent variable

affects the dependent variable. The results of hypothesis testing can be seen in Table 20. To determine the T-table value, the following calculation is performed:

$$T\ tabel = t\ (a/2;n-k-1)$$
$$= t\ (0.05/2;115-2-1)$$
$$= t\ (0.025;112) = 1.98137 => 1.981 \quad \text{(Eq. 3)}$$

The t-coefficient for WLB is 9.133, which is significantly greater than the T-table value of 1.981. Based on the hypothesis, it can be concluded that H0 is rejected and H1 is accepted. Thus, WLB has a highly significant positive effect on employee performance, meaning that improvements in employees' work-life balance are correlated with an increase in their performance. Moreover, the t-coefficient for LK is 3.532, which is also greater than the T-table value of 1.981. Based on the hypothesis, it can be interpreted that H0 is rejected and H2 is accepted. Therefore, the work environment variable has a partially positive and significant effect on employee performance.

The F-test is conducted to assess the extent to which the independent variables collectively influence the dependent variable. In this study, the hypothesis testing aims to examine the simultaneous effect of work-life balance and work environment on employee performance. The decision criterion used is that if the calculated F-value exceeds the critical value from the F-table, it indicates that the independent variables have a significant impact on the dependent variable. The results of this hypothesis testing are presented in Table 21 below.

Table 21. F statistical test results

Model		Unstandardized Coefficients	df	Mean Square	F	Sig.
1	Regression	1496.260	2	748.130	183.562	0.000
	Residual	456.470	112	4.076		
	Total	1952.730	114			

Based on the F-test results, it can be concluded that the regression model including Work-Life Balance (WLB) and Work Environment (LK) has a statistically significant simultaneous effect on Employee Performance (KP). The calculated F-value of 183.562 greatly exceeds the F-table value of 3.08, leading to the rejection of the null hypothesis (H_0) and the acceptance of the alternative hypothesis (H_3). This indicates that both WLB and LK, as independent variables, collectively influence KP as the dependent variable. The F-table value is determined using the following Equation 4.

$$F\ table = F\ (k;n-k)$$
$$= F\ (2;115-2)$$
$$= F\ (2;113) = 3.08 \quad \text{(Eq. 4)}$$

The coefficient of determination is used to assess the extent to which the variables Work-Life Balance (X1) and Work Environment (X2) contribute to explaining variations in Employee Performance (Y). The results of this test are presented in Table 22 below.

Table 22. Test results of the coefficient of determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.875[a]	0.766	0.762	2.019

In the results obtained, the R^2 of 0.766 indicates that 76.6% of the variation in Employee Performance (KP) can be explained by the Work Life Balance (WLB) and Work Environment (LK) variables. This shows that the regression model built has a good ability to explain the relationship between these variables. While the remaining 23.4% is influenced by other variables outside of the research model.

Based on the results of the hypothesis testing above, the research findings have been explained in the previous sections. Therefore, this discussion section will be explained in more detail as follows. First, the influence of Work-Life Balance on Employee Performance at P.T.K., Malang Regency shows that the analysis results indicate that the balance between work and personal life (Work-Life Balance/WLB) has a significant positive effect on employee performance (KP). This means that if WLB improves, then employee performance will also increase, as long as other factors, such as the work environment, remain constant. Furthermore, this analysis reveals that WLB truly contributes significantly to the improvement of employee performance. Moreover, its influence is relatively strong compared to other factors studied. Therefore, the hypothesis stating that WLB positively affects KP can be accepted. Consequently, these results emphasize how important it is to maintain a balance between work and personal life, and improvements in WLB can bring positive impacts on overall employee performance.

Second, the influence of the Work Environment on Employee Performance at P.T.K., Malang Regency can be seen from the analysis, which shows that the Work Environment (LK) provides a positive and significant contribution to Employee Performance (KP). This means that improvements in the work environment will have a good impact on employee performance, provided that other factors, such as Work-Life Balance (WLB), remain stable. Although the impact of LK is not as strong as that of WLB, the work environment still has a significant influence. A good and supportive work environment can significantly improve employee performance. In addition, although its impact is smaller, LK still makes a meaningful contribution to employee performance. Therefore, the hypothesis stating that LK has a positive effect on KP can be accepted, which indicates that a good work environment can contribute to the improvement of individual performance. Thus, creating a conducive work environment, including adequate facilities and a positive work atmosphere, is very important for enhancing individual performance.

Third, the influence of Work-Life Balance and Work Environment on Employee Performance at P.T.K., Malang Regency shows that the analysis results indicate that both Work-Life Balance (WLB) and Work Environment (LK) have a simultaneous influence on Employee Performance (KP). This means that changes in WLB and LK together can significantly affect employee performance. Furthermore, most variations in employee performance can be explained by these two variables, which indicates that the model used is strong enough to explain the relationship between WLB, LK, and employee performance. Therefore, the hypothesis stating that WLB and LK have a simultaneous effect on KP can be accepted. This confirms the importance of paying attention to both aspects together to improve employee performance. Thus, it can be concluded that both WLB and LK have a significant influence on employee performance.

4. Conclusions

This study aims to determine the effect of Work-Life Balance (WLB) and Work Environment (WE) on Employee Performance (EP). Based on the collected data and the tests conducted using SPSS Version 16.0, the following conclusions can be drawn. First, the research findings indicate that Work-Life Balance (WLB) has a positive and significant effect on Employee Performance (EP). Each improvement in WLB substantially contributes to the enhancement of employee performance, emphasizing the importance of maintaining a balance between work and personal life to support employee productivity and effectiveness. Furthermore, this study reveals that the Work Environment (WE) also has a positive and significant impact on Employee Performance (EP). Although its effect is not as substantial as that of Work-Life Balance (WLB), WE still makes a meaningful contribution to improving employee performance. These findings highlight the importance of creating a conducive and supportive work environment for employees. Additionally, the analysis results show that Work-Life Balance (WLB) and the Work Environment (WE) simultaneously have a significant effect on Employee Performance (EP). Together, these two variables account for a considerable portion of the variations in employee performance.

Finally, based on the conducted analysis, it is concluded that Work-Life Balance (WLB) is the more dominant variable in influencing Employee Performance (EP) compared to the Work Environment (WE). This indicates that paying attention to the balance between work and personal life can have a more significant impact on enhancing employee performance than solely focusing on improving the work environment. Therefore, organizations should prioritize policies that support WLB to achieve optimal employee performance.

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