

The Effect of Work-Life Balance And Job Satisfaction On The Performance of Employees At The Klampis Ngasem Community Health Center In Surabaya City

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ABSTRACT

This study examines the influence of work-life balance and job satisfaction on the performance of public health center (Puskesmas) employees. Employee performance is critical in ensuring quality healthcare services, making it important to identify factors that affect it. The research uses a quantitative survey approach, collecting primary data via questionnaires from Puskesmas employees and analyzing it with multiple linear regression. The results show that work-life balance has a positive and significant effect on employee performance, indicating that employees with better balance between work and personal life tend to perform better. Meanwhile, job satisfaction also has a positive effect but is not statistically significant, suggesting that feeling satisfied at work does not necessarily lead to a notable improvement in performance.

Keywords: work-life balance, job satisfaction, employee performance, public health center

INTRODUCTION

Human resources (HR) are a vital asset to any organization, and employee performance is essential for achieving organizational goals. As such, agencies need skilled and dedicated employees who can maintain a balance between their work and personal lives. The Klampis Ngasem Community Health Center has been selected as the research location due to its high workload, long operating hours, and its strategic role as a first-level healthcare facility in Surabaya. These conditions make it essential for employees to achieve a work-life balance and ensure job satisfaction to maintain optimal performance.

According to Uba (in Sismawati & Lataruva, 2020), work-life balance refers to an individual's ability to manage work responsibilities alongside non-work obligations. Hill et al. (2001) note that this concept, originally known as work-family balance, has since evolved into the broader term "work-life balance" (Lazar et al., 2010; Rahim et al., 2020), which can be achieved through effective time management (Irfan et al., 2021). Factors that influence work-life balance (WLB) include personality traits, family support, job characteristics such as workload and working hours, and individual attitudes toward role priorities (Schabracq et al.; Widayarsi et al., 2015).

Achieving work-life balance benefits employees by reducing stress, improving mental health, and enhancing job satisfaction. For organizations, a good work-life balance leads to decreased absenteeism and increased efficiency, loyalty, and employee retention (Lazar et al.; Pangemanan et al., 2017).

According to Robbins (2008) and Robbins & Judge (2018), job satisfaction is defined as an individual's attitude or assessment of their work, which is influenced by the disparity between actual and expected outcomes. Employees who are satisfied with their jobs tend to exhibit loyalty, while those who are dissatisfied may be more likely to leave the organization. Other studies highlight the positive emotional aspects of work (Hasibuan, 2003; Siagian, 2008). Therefore, maintaining job satisfaction, alongside work-life balance, is crucial for supporting employee performance.

Employee performance reflects how effectively individuals achieve work results in accordance with their responsibilities. Robbins & Coulter (2020) state that performance results from the interaction between employee abilities, motivation, and available opportunities. Mangkunegara (2013) emphasizes the importance of both quality and quantity of work as they relate to responsibilities. Various factors influence performance, including quality, quantity, supervision, attendance, work conditions, and individual characteristics (Dessler, 2011; As'ad, 2013). Performance indicators consist of quality, quantity, punctuality, effectiveness, independence, and work commitment (Robbins & Coulter, 2020; Hertanto, 2013). This theoretical framework illustrates the close connection between human resource management, work-life balance, job satisfaction, and employee performance. Effectively managed human resources can enhance work-life balance and job satisfaction, ultimately leading to improved overall employee performance.

Human resource management serves as a strategic tool for optimizing employee potential. Sofyadi (2008) highlights the importance of management functions, including planning, organizing, directing, controlling, development, and termination, in enhancing employee contributions. Marwansyah (2014) and Edy Sutrisno (2016) stress the importance of workforce utilization through planning, recruitment, training, compensation, and maintenance, while Hasibuan (2016) views it as the art and science of managing labor relations effectively and efficiently. With integrated HR policies and a supportive organizational culture (Sedarmayanti, 2017), organizations can ensure that employees possess the necessary competence, motivation, and balance to achieve institutional goals.

RESEARCH METHODS

This research was conducted over two months at the Klampis Ngasem Community Health Center, focusing on all employees as subjects. A quantitative method with an associative approach was utilized to analyze the relationship and influence of Work-Life Balance (X1) and Job Satisfaction (X2) on Employee Performance (Y).

Data were collected through an online questionnaire created using Google Forms, employing a Likert scale. The sample comprised 46 employees selected through a saturation sampling technique. The questionnaire included closed-ended questions, and field observations were made to ensure the validity of the data.

Data analysis was performed using multiple linear regression with SPSS software. Before the main analyses, validity and reliability tests were conducted on the instruments, along with descriptive analysis to present the data clearly. Hypothesis testing included t-tests to evaluate the effect of each independent variable on employee performance in a partial manner.

RESULTS AND DISCUSSION

Hasil

Respondent Demographics

This study involved 46 employees from the Klampis Ngasem Community Health Center as respondents. All employees were required to complete the provided survey. The respondents were grouped based on gender and age categories. The analysis revealed that the gender distribution among the employees varied, with 13 males (34.7%) and 33 females (65.3%).

The age distribution of respondents also reflected the diversity among the employees at the Klampis Ngasem Community Health Center. The majority of respondents were aged 40 years and older (17 respondents, or 36.9%). Following that, there were 4 respondents aged 24-28 (8.9%), 9 respondents aged 29-33 (19.5%), and 16 respondents aged 34-39 (34.7%).

The research questionnaire employed a Likert scale, where respondents rated their answers on a scale from 1 to 5, starting from 1 rather than 0. Consequently, the resulting index number ranged from 80 to 100. A three-box criterion was utilized in this investigation, with the range of 26.67 obtained by dividing 80 by 3.

Descriptive Statistics

Based on the descriptive statistical analysis, employee Work-Life Balance (WLB) scores ranged from 2.50 to 5.00, with an average score of 3.43 and a standard deviation of 0.67.

This indicates relatively small variations in employee perceptions of WLB, which were classified as quite good.

Job satisfaction scores ranged from 2.00 to 4.50, with an average of 3.33 and a standard deviation of 0.56, reflecting a good level of employee job satisfaction.

In terms of employee performance, scores varied from 3.00 to 5.00, with an average of 3.77 and a standard deviation of 0.47. This suggests that overall employee performance is considered quite good.

Validity & Reliability Test

Validity testing was conducted using the Pearson Product Moment correlation, with a critical r value of 0.291 ($n = 46$, significance level 0.05). This was done to ensure that each item in the questionnaire accurately measured the intended variable. The test results showed that most items were valid; however, two items did not meet the validity criteria because their calculated r values were lower than the critical r value. This lack of validity was attributed to unclear wording of the questions and a weak relationship between the indicators and the variables being measured. As a result, greater attention is necessary for instrument development in future research.

In addition, a reliability test was performed to evaluate the consistency of the instrument in measuring the variables as a whole. An instrument is considered reliable if its Cronbach's Alpha value exceeds 0.60. The results of the reliability test indicated that the research instrument met this criterion, suggesting that the data collected is sufficiently consistent and reliable for further analysis using established statistical methods.

Classical Assumption Test

Multicollinearity testing was performed to ensure that there was no significant correlation between independent variables, as this could impact the results of the regression analysis. The results showed no multicollinearity, indicated by correlation values between variables being less than 0.5, a Variance Inflation Factor (VIF) of less than 10, and a tolerance value approaching 1.

Additionally, a heteroscedasticity test using the Glejser method confirmed the absence of heteroscedasticity, as the significance values for each independent variable were greater than 0.05, suggesting that the residual variance was constant across observations.

A residual normality test was conducted using the One-Sample Kolmogorov-Smirnov test, which indicated that the residuals were normally distributed, given that the significance value was greater than 0.05. To check for autocorrelation, the Durbin-Watson method was

employed, which assesses the correlation of residuals over time, ensuring the reliability of regression estimates.

Overall, the results from these classical assumption tests indicate that the research data meets the necessary requirements for regression analysis, thereby ensuring reliable results and valid interpretations.

Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.263	.445		5.081	.000		
	Work_Life_Balance	.386	.090	.548	4.305	.000	.982	1.018
	Kepuasan_Kerja	.055	.108	.065	.507	.615	.982	1.018

a. Dependent Variable: Kinerja

The Work-Life Balance variable (X1) has a positive Beta coefficient of 0.386, indicating that the performance of employees at Community Health Centers increases in direct correlation with the amount of work assigned to them by the agency. Furthermore, the calculated T_{value} is 4.305, which exceeds the critical value of 2.015 from the T_{table} , indicating a significant effect. The significance value (Sig.) is 0.000, which is less than the standard threshold of 0.05, confirming the significant effect.

On the other hand, the Job Satisfaction variable (X2) has a positive Beta coefficient of 0.055. This suggests that, similarly, employee performance increases with the amount of work assigned by the agency. However, the calculated T_{value} is 0.507, which is lower than the T_{table} value of 2.015, indicating no effect. This finding is further supported by the significance value (Sig.) of 0.615, which is greater than 0.05, signifying an insignificant effect.

Discussion

The results of a partial regression test indicate that Work-Life Balance (WLB) has a positive and significant effect on employee performance at the Klampis Ngasem Community Health Center. The beta coefficient suggests that each increase in WLB corresponds to an increase in employee performance by 0.386 points. This implies that employees who successfully balance work demands with their personal lives tend to be more productive and effective in their roles.

The primary reason for this positive impact is that a good work-life balance can reduce stress levels, enhance motivation, and maintain employee focus. Employees who achieve a satisfactory WLB typically manage their time well, meet deadlines, and show a higher commitment to their responsibilities, ultimately leading to improved overall performance. This

finding aligns with the theories of Hill et al. (2001) and Lazar et al. (2010), which assert that WLB plays a crucial role in promoting psychological well-being and work effectiveness. Consequently, the null hypothesis (H₀), which states that WLB has no effect on performance, is rejected.

In contrast, a partial test regarding job satisfaction yielded different results, showing that the effect of job satisfaction on employee performance was insignificant. This suggests that job satisfaction does not always translate into productive work behavior. Instead, intrinsic motivational factors, task pressure, or workload may be more influential in determining performance.

CONCLUSION

Based on the research results, it was found that Work-Life Balance (WLB) has a positive and significant effect on employee performance at the Klampis Ngasem Community Health Center. This is evidenced by a beta coefficient of 0.386 and a calculated t-value of 4.305, which exceeds the t-table value of 2.015, with a significance level of 0.000 (which is less than 0.05). These findings suggest that employees who successfully balance work demands with their personal lives tend to be more productive, effective, and exhibit a high level of commitment to their responsibilities. A good work-life balance also contributes to reducing stress, increasing motivation, and maintaining employee focus, all of which support optimal performance.

Conversely, job satisfaction did not significantly influence employee performance, as indicated by a beta coefficient of 0.055, a calculated t-value of 0.507 (which is less than the t-table value of 2.015), and a significance level of 0.615 (which is greater than 0.05). This suggests that while employees may be satisfied with their jobs, such satisfaction does not directly lead to improved performance. Other factors, such as intrinsic motivation, task pressure, and workload, play a more significant role in determining performance. Overall, the study confirms the importance of work-life balance as a primary factor influencing employee performance, while job satisfaction does not have a significant impact in the context of the Klampis Ngasem Community Health Center.

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