

Work life balance and work engagement on employee performance in the auto cutting department

Haris Fauzi*, Universitas Majalengka, Majalengka, West Java, Indonesia

*Email for Correspondence: harisfauzi312@gmail.com

ABSTRACT

Keywords:

employee performance
work engagement
work life balance

The business world's explosive expansion and development have given rise to new industries and commercial prospects. Human resources in the company are said to be the main ones because human resources themselves determine the direction and goals of the company. Considering the critical role that human resources play, it makes sense for a business to retain its human capital by closely monitoring employee performance. The outcome of an individual's job, in relation to both number and quality, is their performance as a worker executing their assigned tasks in conformity with their responsibilities. This study aims to investigate the connection between employee engagement and work-life balance have on productivity in the PT. Shoetown Ligung Indonesia Auto Cutting Department. The researchers' analytical approach makes use of a descriptive verification method. With a sample size of 124, the study's population consisted of 225 workers from PT. Shoetown Ligung Indonesia's auto cutting department. Probability sampling combined with basic random sampling is the sample method utilised. To gather information for this research, Likert scale questionnaires were distributed. The multiple regression analysis, or the traditional assumption test, simultaneous analysis of the determination coefficient, and partial determination coefficient analysis are the analysis techniques that are employed. The study's findings show that employee performance and work-life balance are positively and dramatically impacted by engagement, partially and simultaneously. The study's conclusions can be used as a foundation for enhancing and preserving employee performance, work-life balance, and engagement at work.

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INTRODUCTION

The rapidly evolving and evolving business world has created new activities and new opportunities for companies. Businesses find it difficult to maintain their lead in the market due to globalization. Competitive companies use the fewest resources to gain the most profits (Daengs et al., 2020; Davis & DeWitt, 2021; Sattar et al., 2020). A company's human resources must be competitive, survive, and win the competition. The main resource of the company is human resources, but there are many other resources. Human resources play an important role as they determine the course and goals of the company (Piwovar-Sulej, 2021; Sabuhari et al., 2020; Stahl et al., 2020). Therefore, businesses must have superior human resources to achieve company goals (Darmawan et al., 2020; Sugiarti, 2021).

Performance is the result of the interaction between effort, ability, and perception of tasks. An individual's results while doing his job or work in proportion to his responsibilities in quantity and quality are called performance, and are expected to be able to complete good work in quantity and quality (Qustolani, 2018).

Sudirno and Nurvianti (2015) states that standards measure performance based on three factors: quality of work, quantity of work, and punctuality. Work-life balance, also known as work-life balance, is an important part of achieving optimal performance (Ganiyu et al., 2020; Tamunomiebi & Oyibo, 2020; Wolor et al., 2020). This is very important to improve the performance of employees and ensure their well-being in the company. Organizations have social responsibilities towards their employees, including ensuring work-life balance. Work-life balance is defined as when a person's work and personal life needs are balanced (Bhende et al., 2020; Brough et al., 2020; Tkalych et al., 2020).

How business is conducted does not affect the success and sustainability of the company. Business performance is a way to do work and achieve work results, which is the goal of the company (Badrianto & Ekhsan, 2020; Rivaldo & Nabella, 2023; Riyanto et al., 2021). Performance has a causal relationship with competence since competence, attitudes, and actions shape performance. It is very important to measure the company's performance to compare it with other companies to find out whether the company's performance has increased or decreased (Barauskaite & Streimikiene, 2021; Benková et al., 2020).

Work engagement, or work engagement, is another factor that affects employee performance. In addition to work-life balance, work engagement also plays an important role in employee performance. One element that affects the level of worker productivity is work engagement, which is a direct relationship with work and makes a significant contribution. Contrary to burnout is work engagement. Ramadhani et al. (2020) found that participating workers have passionate and productive working relationships. They also believe that they have the ability to handle well the demands of their job.

This study was conducted to find out how work-life balance affects worker performance, how work engagement impacts employee performance, and knowing how work balance and work engagement impact employee performance. The results are expected to give more insight into the implementation of work-life balance and work engagement in Indonesia.

METHOD

This research focuses on the field of Human Resource Management and is conducted through survey methods. The researchers used a verifiative descriptive research approach. With a sample size of 124, the study's population consisted of 225 workers from PT. Shoetown Ligung Indonesia's auto cutting department. Probability sampling combined with basic random sampling is the sample method utilised. To gather information for this research, Likert scale questionnaires were distributed. The multiple regression analysis, or the traditional assumption test, simultaneous analysis of the determination coefficient, and partial determination coefficient analysis are the analysis techniques that are employed.

RESULTS AND DISCUSSION

Classical Assumption Test

Data Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		124
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.13170574
Most Extreme Differences	Absolute	.085
	Positive	.085
	Negative	-.069
Test Statistic		.085
Asymp. Sig. (2-tailed)		.200 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Figure 1. Normality Test Results

Source : Self-processed data from SPSS output 25, 2023

The asymmetry values of the two-tailed sig are 0.200 and more than 0.05, as shown in figure 1. Therefore, the normality test or normal distribution of residual values is satisfied. This study, in addition to the Kolmogorov-Smirnov (K-S) method, histogram graphs and P-Plot graphs were also used to test the normality of the data. The results of the data normality test are shown in the following histogram graph.

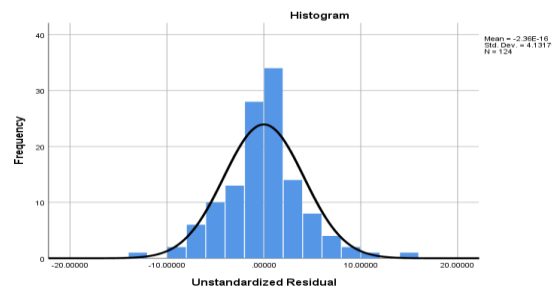


Figure 2. Histogram Chart Normality Test Results

Because the histogram graph is symmetrical, the study data are normally distributed, as figure 2 shows. The study also used P-Plot to evaluate the normality of information. The following P-Plot graph shows the results of the data normality test:

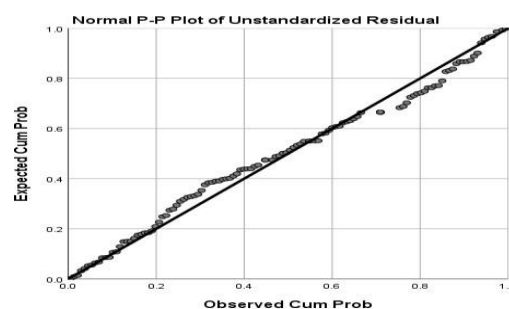


Figure 3. P-Plot Graph Normality Test Results

The data is spread along diagonal lines, as shown by the P-Plot graph. Therefore, regression models ensure that the assumption of normality is met.

Multicollinearity Test

Coefficients ^a						
Model		Correlations			Collinearity Statistics	
		Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)					
	Work Life Balance	.738	.461	.310	.514	1.946
	Work Engagement	.740	.467	.315	.514	1.946

a. Dependent Variable: Kinerja Karyawan

Figure 4. Multicollinearity Test Results

Source: Self-processed data from SPSS output 25, 2023

According to the calculation results shown in the figure above, Work Life Balance has a VIF value of 1.946, which is below 10, and a Tolerance value of 0.514, which is above 0.10. Work Engagement has a VIF value of 1.946, which is below 10, and a Tolerance value of 0.514, which is above 0.10. In regression models, there is multicollinearity between independent variables.

Heteroscedasticity Test

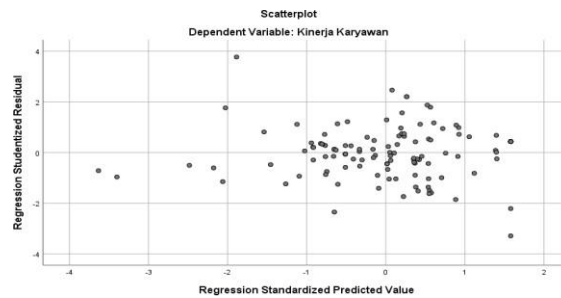


Figure 5. Heteroscedasticity Test Results

Points are scattered randomly on the Y-axis, either above or below the number 0, as shown in the scatterplot graph shown earlier in figure 5. Thus, it can be concluded that based on the input of Work Life Balance and Work Engagement variables, employee performance at PT Shoetown Ligung's Auto Cutting Department can be predicted using a regression model.

The Automobile

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.803 ^a	.644	.638	4.16571	1.879
a. Predictors: (Constant), Work Engagement, Work Life Balance					
b. Dependent Variable: Kinerja Karyawan					

Figure 6. Autocorrelation Test Results

Source: Self-processed data from SPSS output 25, 2023

The value of d (Durbin-Watson) is 1.879, according to the results of the analysis with the SPSS 25 program, as shown in table 4 above. The values d_l and d_u for $n = 124$ and $k = 2$, respectively, are 1.674 and 1.739, respectively. Thus, the research equation that satisfies the table is $d_u \leq d_w \leq 4 - d_u$, with $1,739 \leq 1,879 \leq 2,261$ ($4 - 1,739$). So, we can say that the basis of the decision is no decision, in other words there is no positive or negative autocorrelation correlation.

Double Regression Analysis

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	4.766	2.031		.021
	Work Life Balance	.712	.125	.432	.000
	Work Engagement	.708	.122	.439	.000

a. Dependent Variable: Kinerja Karyawan

Figure 7. Multiple Regression Analysis Results

The following regression equation was found based on the results of the previous SPSS 25 analysis:

$$Y = 4.766 + 0.712 X_1 + 0.708 X_2 + e$$

Based on the above equation, it can be concluded that:

1. A constant with a positive sign with a value of 4.766 for the regression model. This indicates that employee performance will be consistent if there are no Work Life Balance and Work Engagement variables.
2. The Regression Coefficient of Work Life Balance (X_1) is 0.712, which indicates a positive sign. That is, if there is a better balance between employees' personal and work lives, their performance will improve.

3. With a Work Engagement regression coefficient (X2) of 0.708, a positive sign is given. That is, the level of employee engagement is higher with work.
4. The residual value (e) indicates the researcher's error in the prediction of the sample data.

Coefficient of Determination Analysis

Coefficients ^a						
Model		Correlations			Collinearity Statistics	
		Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)					
	Work Life Balance	.738	.461	.310	.514	1.946
	Work Engagement	.740	.467	.315	.514	1.946

a. Dependent Variable: Kinerja Karyawan

Figure 8. Results of Coefficient of Determination Analysis

Source : Self-processed data from SPSS output 25, 2023

The Effect of Work Life Balance on Employee Performance in the Auto Cutting Department of PT. Shoetown Ligung can be calculated using the following correlation coefficient formula: obtained KD x 100%, then $(0.738)^2 \times 100\% = 54.46\%$. Thus, the contribution of Work Life Balance affects Employee Performance in the Auto Cutting Department of PT. Shoetown Ligung.

The Effect of Work Engagement on Employee Performance in the Auto Cutting Department of PT. Shoetown Ligung is 54.76%, because $KD = r^2 \times 100\%$, then $(0.740)^2 \times 100\% = 54.76\%$. Thus, the contribution of Work Engagement to Employee Performance in the Auto Cutting Department of PT. Shoetown Ligung is 54.76%.

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.803 ^a	.644	.638	4.16571	1.879

a. Predictors: (Constant), Work Engagement, Work Life Balance

b. Dependent Variable: Kinerja Karyawan

Figure 9. Results of Coefficient of Determination (R)

Source: Self-processed data from SPSS output 25, 2023

Coefficient of determination of *Work Life Balance* and *Work Engagement*:

$$KD = r^2 \times 100\%$$

$$= 0.803^2 \times 100\%$$

$$= 64.48\%$$

The total proportion of Work Life Balance and Work Engagement effects on employee performance was 64.48%, with an additional 35.52% influenced by other variables not studied.

Hypoplant Test

Partial Test (t Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.766	2.031		2.347	.021
	Work Life Balance	.712	.125	.432	5.709	.000
	Work Engagement	.708	.122	.439	5.805	.000

a. Dependent Variable: Kinerja Karyawan

Figure 10. Partial Test Results

Source: Data processed by researchers from SPSS output 25, 2023

According to table 8, the partial hypothesis test is shown as follows:

- 1) The Effect of Work Life Balance on Employee Performance (H1)
- 2) The value obtained for the Work Life Balance variable was calculated at 5,709 evidence of a positive significance level of 0.000. At the free degree (dk) = $n - k = 124 - 2 = 122$ with a significance level of 5%, the value of ttable is 1.979. Because tcount 5.709 > 1.979 and significance value 0.000 < 0.05 then H0 is rejected. This shows that Work Life Balance greatly affects employee performance. As a result, the first hypothesis (H1) can be accepted as true.

Simultaneous Test (F Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3798.507	2	1899.253	109.447	.000
	Residual	2099.732	121	17.353		
	Total	5898.239	123			
a. Dependent Variable: Kinerja Karyawan						
b. Predictors: (Constant). Work Engagement. Work Life Balance						

Figure 11. Simultaneous Test Results

Source: Data processed by researchers from SPSS output 25, 2023

Table 9 shows that the F Fcalculate test result score is 109,447 at a signification level of 5% with profitability value (sig) = 0.000. The F value of the table at the level of significance of 5% with $df=2$ is $df1=n-k-1=124-2-1=121$ the result is the F value of the table = 3.07. This proves that at the significance level of 5% F count 109,447 > F table 3.07. H0 rejection, work balance and work engagement affect employee performance. Therefore, it can be concluded that the third hypothesis may be correct.

Discussion

Work Life Balance

All statement items for the Work Life Balance variable scored 3,166, between 3,130 and 3,720, according to respondents' responses to the six statements listed in Table 4.5. According to the metric of balance between time, engagement, and satisfaction, PT. Shoetown Ligung Indonesia shows excellent work-life balance. According to respondents' responses that exceeded the average, employees work according to the company's work schedule so that they can set aside time for friends and family. They feel more responsible and loyal towards their company and work because of this, and they can divide the duties between their work and family so that their family always supports their work and their career.

Work Engagement

All statement items received a score of 3,064 for Work Engagement, between 2,541 and 3,129, according to respondents' responses to six statements from Work Engagement variables, listed in Table 4.7. This shows that based on the criteria, Work Engagement at PT. Shoetown Ligung Indonesia is in the good category of (1) vigor, (2) Dedication, and (3) Absorption. If respondents show above-average grades, it indicates that the employee is serious about doing his job and has the passion to get it done.

Employee Performance

Overall, the statement items of the Employee Performance variable obtained a score of 5,180, which is between 4,216 and 5,209, according to the results of a study of respondents' responses to six statements from the variable, listed in Table 4.9. This shows that the performance of PT. Shoetown Ligung Indonesia is in the good category based on the metrics of quality, quantity, timeliness, effectiveness, and independence. With respondents' responses achieving above-average grades, this shows that employees have the ability to complete their tasks according to the steps present in PT. Shoetown Ligung Indonesia, like starting their work at a time determined by the company.

The Effect of Work Balance on Employees

The results of this study proved that there are Work Life Balance factors that affect worker performance. The calculation of the coefficient of determination proved that the contribution of Work Life Balance to employee performance was 54.46%. As a result of partial hypothesis testing, the first hypothesis states that Work Life Balance has a significant and acceptable effect on employee performance. Therefore, Work Life

Balance plays an important role in improving employee performance in the Auto Cutting Department of PT. Shoetown Ligung; Employee performance will improve if there is a good work-life balance.

The Effect of Work Engagement on Employees

According to this study, work engagement variables contribute or effect to worker performance. This is shown by the results of the calculation of the coefficient of determination, which shows that work involvement contributes 54.76% to employee performance. According to partial hypothesis testing, the second hypothesis argues that work engagement has a significant impact on employee performance and is acceptable. Therefore, work engagement affects the performance of employees in the Car Printing Department of PT. Shoetown Ligung if work engagement is good, employee performance will also be good. Research conducted by supports this Jain & L, 2018: 51, which states that work engagement with employees plays an important role for companies, helping companies achieve high levels of employee satisfaction. A higher number of satisfactions, 105, increases performance and commitment to the organization.

The Effect of Work Balance and Work Engagement on Employee Performance

The results showed that work-life balance and work engagement have an impact on worker performance. This is in line with conducting research by Indri Indirasari and Sri Mardiana. Based on the research hypothesis test, the results were $F\text{-count of } 77.1 \geq F\text{-table of } 3.171$. The results show that work-life balance and work engagement simultaneously have a positive and significant impact on employee performance.

CONCLUSION

Researchers found that work-life balance, work engagement, and performance significantly impact employee performance. Work-life balance is positively correlated with higher performance, while work engagement is positively correlated with higher performance. Both factors have a positive impact on employee performance. The study suggests that companies should increase employee satisfaction with their work by offering bonuses and organizing holidays.

To improve work engagement, companies should enhance employee skills, enthusiasm, pride, and enjoyment of their work. This can be achieved through soft skills training, education, and improved facilities. The study suggests expanding the study to other departments and considering other variables in the Employee Performance variable.

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