

# THE INFLUENCE OF WORK-LIFE BALANCE (WLB) AND WORKLOAD ON EMPLOYEE PERFORMANCE WITH MOTIVATION AS A MODERATING VARIABLE

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## Abstract

*This study aims to examine the impact of Work-Life Balance (WLB) and workload on employee performance, with motivation as a moderating variable at PT. Pelabuhan Indonesia (Persero) Region 4 Makassar. The research utilized a quantitative method with a descriptive approach, collecting data through interviews, questionnaires, and observations. Data analysis was conducted using multiple linear regression with SPSS version 29. The results of the study indicate that work-life balance and workload significantly influence employee performance. A balanced work-life balance enhances employee motivation and productivity, while a workload in line with company standards positively affects performance. Work motivation acts as a mediator linking workload with performance, highlighting the importance of considering motivational aspects in human resource management. This research provides insights for companies to understand the importance of work-life balance and appropriate workload in enhancing employee performance.*

**Keywords:** *Work-Life Balance, Workload, Employee Performance, Motivation*

## INTRODUCTION

Human Resources (HR) is one of the essential and indispensable factors in any institution or company. Human resources determine the development of a company in achieving its organizational goals. One of the critical factors in the success of a company is the human resources within it. The role of human resources in a company is crucial because the main driver of all company activities or operations in achieving its goals, both for profit and to maintain the company's sustainability, is human beings. Human Resource Management is the process of dealing with various issues within the scope of employees, workers, managers, and other employees to support the organization's or company's activities in achieving its predetermined goals. Human Resource Management (HRM) is crucial in a company or organization. HRM plays a role in managing every human resource within the company (employees) effectively and efficiently and will determine the quality of each employee.

Human resource management activities are essential in managing human resources in a company because human resources in a company contain critical factors in determining performance improvement and decline, so selecting and hiring the right people according to the needs is essential. The increasing competition in the current era of globalization drives employees to improve the quality of their work. Company employees must have good performance to help the company achieve its goals.

In 2021, the Society for Industrial and Organizational Psychology (SIOP) in the USA conducted research on employees. The results showed that 73% of employees complained about working hours due to a shorter duration of family meetings. Unfulfilled work-life balance has a negative impact on employee productivity. Working too long can lead to physical and mental fatigue. Fatigue can make a person less focused and prone to making mistakes. These mistakes can result in longer task completion times, ultimately reducing employee performance and hindering the organization's operations. If a company employee has work-life balance while working, it means that the employee can divide work and family time, clock in and out at the office's regular hours, join labor unions or become an entrepreneur, become a member of a specific community, and choose their working hours per week or month flexibly. This will have a positive impact on their motivation to work. Therefore, it can be said that there is a positive influence between work-life balance and the motivation of employees.

Another factor that can affect performance is workload, which arises when employees are given tasks beyond their capabilities (Doosty et al., 2019). Workload is the average frequency of activities for each job in a certain period. It is also mentioned that workload is the number of activities performed by employees that require skills, abilities, and mental processes to complete their tasks in a certain period (Sjöberg et al., 2020; Van Acker et al., 2018). The impact of excessive workload that does not match the workforce's capabilities can have negative consequences for employees, such as a decrease in work quality and an increase in employee absenteeism. Excessive workload can also increase job stress levels, leading to physical and mental health issues for employees.

In this case, the low work-life balance and high workload on employees can affect their work motivation and, in turn, the output produced by the company.

Based on the background description, the author chose the title "The Influence of Work-Life Balance (WLB) and Workload on Employee Performance with Motivation as a Moderating Variable: A Study at PT. Pelabuhan Indonesia (Persero) Region 4 Makassar."

## METHOD

### Research Design

This study employed a descriptive research design with a quantitative approach, utilizing primary data. Data collection methods included interviews, questionnaires, and observations. The population and sample under investigation comprised all permanent employees who worked at PT. Pelabuhan Indonesia IV (Persero) Terminal Petikemas Makassar Branch, totaling 126 individuals.

### Data Analysis Technique

The data analysis technique utilized multiple linear regression through Statistical Package for the Social Sciences version 29 (SPSS) software. First, a validity test was conducted to assess the effectiveness of the research instruments. Subsequently, a reliability test was performed to measure the stability of the research tools in obtaining results. Following that, a Moderating Regression Analysis (MRA) test was carried out, followed by an F-statistic test to determine whether the model was valid and if the independent variables collectively could impact the dependent variable. A t-test was subsequently administered to ascertain the influence of independent variables on the dependent variable. Lastly, a determination test was conducted to establish the extent of the influence of independent variables on the dependent variable. The study employed indicator variables from Okeyo (2014) as a measurement tool for the work-life balance variable, including time balance, involvement balance, and satisfaction balance (McDonald and Bradley, 2017). For workload indicator variables, they encompassed Variation in the tasks assigned, The number of tasks to be accomplished, The employee's level of difficulty in task completion, Established time constraints, and Work pressure on employees (Supardi, 2007). Furthermore, motivation indicator variables were based on Sedarmayanti (2015) and included Salary, Supervision, Working relationships, Recognition or appreciation, and Achievement. Finally, employee performance indicator variables comprised Quality of work, Quantity of work, Timeliness, Effectiveness, and Independence (Robbins, 2016).

## RESULTS AND DISCUSSION

### Validity and Reliability

Validity testing is a method used to assess the instruments in the questionnaire and determine if they measure what they are supposed to. In this validity test, the Pearson coefficient was utilized, and the decision was made by comparing the calculated Pearson coefficient (r-calculated) with the tabled Pearson coefficient (r-table).

**Table 1. Validity Test Results**

Variable	Item	Corrected item total-Correlation
Work-life balance	WLB1	.620
	WLB2	.710
	WLB3	.762
	W1	.735
	W2	.702

Workload	W3	.701
	W4	.726
	W5	.501
Employee Performance	EP1	.776
	EP2	.718
	EP3	.761
	EP4	.842
	EP5	.793
Work Motivation	WM1	.819
	WM2	.846
	WM3	.682
	WM4	.807
	WM5	.766

Source: Data Processed, 2023

Based on Table 1.1, all items in the questionnaire are considered valid since all calculated r-values > r-table (0.1750).

Reliability testing in this research is conducted to determine the extent to which the measurement results are relatively consistent when repeated several times. The reliability test in this research uses the Cronbach Alpha analysis technique on the empirical indicators used as measures of the concept. Data can be considered reliable if it has a Cronbach Alpha coefficient > 0.6 (Supramono and Utami, 2003).

**Table 2. Reliability Test Results**

Variabel	Cronbach's Alpha
Work-life balance	.771
Workload	.765
Employee Performance	.792
Work Motivation	.802

Source: Data Processed, 2023

Based on Table 2, it is known that all the data used are reliable because the Cronbach Alpha values obtained from this test are all > 0.6.

### The Moderated Regression Analysis Test

The Moderated Regression Analysis (MRA) aims to test the relationship between independent and dependent variables in which there is a moderating factor (moderation variable) that strengthens or weakens the relationship. The results of the Moderated Regression Analysis (MRA) can be seen in Table 3.

**Table 3. Moderated Regression Analysis Equation**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	38.517	11.661		3.303	.001
	Work-life balance	-2.245	1.363	-1.241	-1.647	.102
	Workload	4.126	.964	3.487	4.279	<.001
	Work Motivation	1.910	.541	2.200	3.532	<.001
	X1*Z	.115	.061	2.730	1.886	.062
	X2*Z	-.156	.044	-5.794	-3.515	<.001

a. Dependent Variable: Kinerja Karyawan

Source: Data Processed, 2023

- a. The constant value of 2.468 indicates that when all other variables are held constant or unchanged, Employee Performance has a value of 38.517.
- b. The regression coefficient for the Work-life balance variable (X1) is 2.245. This means that if the values of other independent variables remain constant, and Work-life balance increases by 1%, Employee Performance (Y) will increase by 2.245. The positive coefficient indicates a positive relationship, meaning that as the Work-life balance score increases, Employee Performance (Y) also increases.
- c. The regression coefficient for the Workload variable (X2) is 4.126. This implies that if the values of other independent variables remain constant and Workload increases by 1%, Employee Performance (Y) will increase by 4.126. This positive coefficient indicates a positive relationship, suggesting that as Workload increases, Employee Performance (Y) also increases.
- d. The regression coefficient for the interaction between Work-life balance and the moderating variable Motivation is 0.115, with a positive value. This indicates that for each increase in Work-life balance moderated by Motivation, there will be an increase in Employee Performance.
- e. The regression coefficient for the interaction between Workload and the moderating variable Motivation is -0.156, with a negative value. This suggests that for each increase in Workload moderated by Motivation, there will be a decrease in Employee Performance.

#### T Statistic Test

The t-tests were conducted to evaluate the significance of the individual and moderated effects of the independent variables on Employee Performance. Here are the results:

- a. The t-test for the Work-life balance variable yielded a t-value of 1.747, which is greater than the critical t-value of 1.657, with a significance level of 0.102. This result indicates that the Work-life balance variable has an influence on Employee Performance, but it is not statistically significant as the significance level is greater than 0.05.
- b. The t-test for the Workload variable resulted in a t-value of 4.279, which is greater than the critical t-value of 1.657, with a significance level of 0.00. This suggests that the Workload variable has a significant and positive impact on Employee Performance, as the significance level is less than 0.05.
- c. The statistical test for the interaction between Work-life balance and Motivation in moderating Employee Performance yielded a t-value of 1.886, which is greater than the critical t-value of 1.657, with a significance level of 0.062. This result indicates that Motivation does not significantly moderate the relationship between Work-life balance and Employee Performance.
- d. The statistical test for the interaction between Workload and Motivation in moderating Employee Performance yielded a t-value of -3.515, which is less than the critical t-value of 1.657, with a significance level of 0.00. This result suggests that Motivation significantly moderates the relationship between Workload and Employee Performance.

#### F Statistic Test

The hypothesis testing criteria using the F statistic are as follows: if the significance value (p-value) of  $F < 0.05$ , then the alternative hypothesis is accepted, which states that all independent variables simultaneously and significantly influence the dependent variable.

**Table 4. F Statistic Test**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	355.820	5	71.164	40.380	<.001 <sup>b</sup>
	Residual	211.481	120	1.762		
	Total	567.302	125			

Source: Data Processed, 2023

Based on the results of the F test, the calculated F value is 40.380, which is greater than the critical F value of 22.68 with a significance level of 0.000 or < 0.05. Therefore, it can be concluded that the independent variables simultaneously and significantly influence the dependent variable, which is Employee Performance.

### Coefficient of Determination

If the R-squared value approaches 1, it indicates that the independent variables are capable of providing the necessary information to predict variations in the dependent variable.

**Table 5. Coefficient of Determination**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792 <sup>a</sup>	.627	.612	1.32753

a. Predictors: (Constant), moderation1, x1, x2, Z, moderation2

Source: Data Processed, 2023

From the table above, it can be seen that the R Square value is 0.627, which means that the independent variable influences the dependent variable by 55%, while the remaining 45% is influenced by other variables.

### Discussion

In a company, an individual's workload has already been determined by the company in accordance with the company's job standards for each division's job types. With the existing standards and established working hours, it could later be determined whether employees from a particular workplace were in line with the established standards, below the established standards, or above the established standards. Consequently, by knowing the workload, the staffing needs in a department could be determined.

The testing results found that workload had an influence on employee performance. Therefore, there was a positive and significant impact of workload on employee performance. Artadi (2015) revealed that workload had a positive influence on employee performance, where the pressure of workload could become positive, leading to improved performance. Shah et al. (2011) stated that workload had a positive influence on performance, with high workloads making performance assessments conducted by supervisors very important, as they were related to performance and the amount of bonuses that employees would receive.

Work-life balance, or work-life balance, had a significant impact on employee performance, especially in terms of mediating performance motivation. When employees were able to balance work demands with their personal lives, they tended to experience an increase in motivation and productivity. This was because they had enough time for rest and recovery, allowing them to return to work with greater energy and sharper focus. Moreover, a good balance between work and life also contributed to an improvement in employees' mental health. When work-related stress was reduced and leisure time for personal or family activities was provided, employees tended to feel more satisfied & happy. This job satisfaction not only increased employee retention but also fostered loyalty to the company.

In the world of work, the relationship between workload and employee performance was not always direct and straightforward. One key factor that played an important role in this relationship was work motivation. Motivation, in this case, served as a mediator that connected workload with performance.

## CONCLUSION

The conclusion drawn from the provided information is that organizational policies regarding work-life balance are crucial in achieving organizational goals. Supporting employees in achieving a balance between their personal lives and work can enhance their performance. Research conducted at PT. Pelabuhan Indonesia (Persero) Region 4 Makassar demonstrates a positive relationship between work-life balance and employee performance. This also aligns with the general theory that one's overall life situation affects how they manage work responsibilities. However, it's important to remember that these findings may not always be universally applicable, as evidenced by other studies that did not find a connection between work-life balance and performance.

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