

The Effect Of Work-Life Balance On Employee Performance With Mental Health As A Moderating Variable

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ABSTRACT

Penelitian ini merupakan penelitian kuantitatif dengan pendekatan eksplanatori. Data yang digunakan dalam penelitian ini adalah data primer yang peneliti peroleh dari empat ratus dua puluh lima orang karyawan Sambil Makar yang tersebar di seluruh Indonesia. Data yang digunakan dianalisis dengan menggunakan alat analisis smart PLS 4.0. Hasil dalam artikel ini menunjukkan bahwa hipotesis dalam artikel ini dapat dibuktikan atau tidak, dapat dilihat secara seksama pada tabel ketiga koefisien jalur di atas. Hasil dari tiga baris pertama tabel di atas menunjukkan bahwa variabel Work-Life Balance dapat memiliki arah hubungan yang positif dan pengaruh yang signifikan terhadap Kinerja Karyawan. Hal ini dikarenakan nilai P-Values yang positif dan berada di bawah taraf signifikansi 0,05 yaitu 0,026. Hasil ini sejalan dengan penelitian oleh (Susilo 2024); (NEGA 2020); (PRAMAESTI 2024) & (shafira aida meilia 2024) yang menunjukkan hasil yang serupa yaitu Work-Life Balance dapat membuat kondisi fisik karyawan menjadi lebih kuat, karyawan menjadi lebih bahagia, dan pada akhirnya dapat meningkatkan Kinerja Karyawan. Selain itu, variabel Kesehatan Mental juga dapat memoderasi pengaruh variabel Keseimbangan Kerja-Hidup terhadap Kinerja Karyawan karena hal yang sama, yaitu Nilai-P yang positif dan berada di bawah tingkat signifikansi 0,05, yaitu 0,000. Dengan demikian, dapat disimpulkan bahwa hipotesis pertama dan kedua dalam artikel ini dapat diterima dan terbukti.

This research is a quantitative research with an explanatory approach. The data used in this study are primary data that researchers obtained from four hundred and twenty-five Sambil Makar employees spread throughout Indonesia. The data used was analyzed using the smart PLS 4.0 analysis tool. The result in this article show that the hypothesis in this article can be proven or not, can be seen carefully in the third table of path coefficients above. The results of the first three rows of the table above indicate that the Work-Life Balance variable can have a positive relationship direction and a significant influence on Employee Performance. This is because the P-Values are positive and below the 0.05 significance level, namely 0.026. These results are in line with research by (Susilo 2024); (NEGA 2020); (PRAMAESTI 2024) & (shafira aida meilia 2024) which show similar results, namely Work-Life Balance can make employees' physical condition stronger, employees happier, and ultimately can improve Employee Performance. In addition, the Mental Health variable can also moderate the influence of the Work-Life Balance variable on Employee Performance due to the same thing, namely the P-Values are positive and below the 0.05 significance level, namely 0.000. Thus, it can be concluded that the first and second hypotheses in this article can be accepted and proven.



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INTRODUCTION

Linguistically, work-life balance comes from an English word that has three series of words, namely work means work, life means life and balance means balance (Larasati, Hasanati, and Istiqomah 2019). If combined, these three words form a compound word that has its own meaning, namely work-life balance or in Indonesian it can be called the balance of personal life and work. In the Cambridge online dictionary, work-life balance is defined as the time spent doing work compared to the time spent with family and doing things that are enjoyed (Handoko 2014). Work-life balance is defined as an individual's effort to balance two or more responsibilities, including time, energy, goal achievement, and work pressure as well as personal and social life (Marwansyah 2012). Work-life balance is the process of finding a balance between work and personal life and feeling comfortable with work and family commitments. explains that work-life balance is said to be a balance between the time a person spends on work and the time spent on personal life. Another definition describes the ideal work-life balance as a state in which an individual feels able to balance work and non-work commitments.

Work-life balance means that employees can use flexible work schedules to balance their work and other lifestyles such as family, leisure time, and school or study (MUH. RORY PRAYOGI SYAM 2020). Work-life balance is also defined as creating a healthy and supportive work environment, allowing employees to have a balance between professional and personal work, thereby improving their performance (Jaharuddin 2018). Work-life balance depends on employees' need to achieve a good balance between the desire to fully participate in work and give their best to those around them. This can be said to be a balance between work and personal activities.

Based on the various definitions presented, it can be concluded that work-life balance is a person's ability to manage their personal and professional lives effectively and meet existing requirements. The responsibility for achieving this balance lies with the individual, although company or workplace policies also play a role. If this balance is not achieved, it can lead to stress and new problems for the individual. The study of work-life balance in psychology has become commonplace in the workplace, especially for workers and families. Initially, in the 1970s, in research compiled by Rosabeth Moss Kanter, the concept of work-life balance still spoke of the balance between work and family, referred to as family balance. Then, in the 1980s and 1990s, companies began offering work-life balance programs, previously only intended for women with children (Sedarmayanti 2009).

According to (Lena Ellitan dan Lina Anata 2009) explains that work-life balance includes two aspects. Each component consists of two indicators: demand and resource. In this study, the assessment of work-life balance uses the WLB scale compiled by Gwenith Gwyn Fisher in her thesis in 2002. Then, (G. Gunawan et al., 2019) adapted the WLB theory into Indonesian in 2019. This WLB scale was developed based on the concept of spillover. Here is the explanation: 1) Demand: The first part discusses demand, which in Indonesian is called kebutuhan (demand). Demands or demands are part of the needs of each domain, both professional and personal life. Each of these areas is required to influence and contribute to the other areas. For example, demands at work are endless and must be resolved immediately, so that this can make the mind when returning home from work. Work demands that must be completed during work hours make the work have to be completed at home, thus disrupting leisure time or time with family. In this case (work-life balance), these needs are psychological assets related to work requirements, expectations, hopes, and values that will be responded to and become the focus for adaptation by individuals by making physical and mental efforts according to their abilities, thus causing stress and burden that affects certain aspects of personal or professional life (Alvesteffer 2016). Part of this demand is often associated with conflict between work and personal life and vice versa. According to the psychological spillover theory based on changes in work-life balance, demands in one area will affect other areas. For example, demands in one's work can cause conflict in one's professional duties. This conflict occurs through psychological processes that occur within an individual and the conflict spreads to other domains, for example, personal life and family. At the end of this process, conflict is created in both areas, in this case work and personal life and family (Alvesteffer 2016). 2) Resources: The second part discusses resources which refer to everything needed (in the plural). Resources are areas related to support that connects the two areas, both in professional life and personal and family. This support has a positive impact and allows resources in one domain to increase

productivity in another. For example, someone who feels happy and satisfied in their personal or family life will bring joy to the workplace, increasing productivity. This is a mental asset that can be used to support a good work and personal life, reduce stress, or create new achievements in life and skills (Singodimedjo 2012).

Based on the above explanation, researchers believe that Work Life Balance can have a positive relationship direction and a significant influence on Employee Performance (Susilo 2024); (NEGARA 2020); (PRAMAESTI 2024) & (shafira aida meilia 2024) shows that the Work Life Balance variable can have a positive relationship direction and a significant influence on Employee Performance. In contrast to the research (Susilo 2024); (NEGARA 2020); (PRAMAESTI 2024) & (shafira aida meilia 2024), this article adds the Mental Health variable as a moderating variable.

RESEARCH METHODS

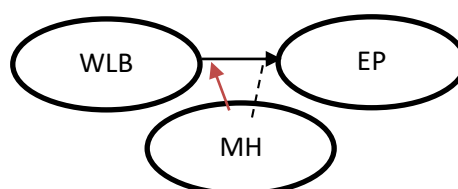


Figure 1. Model

Noted:

WLB: Work Life Balance

EP: Employee Performance

MH: Mental Health

Hypothesis:

H1: The Influence of Work Life Balance on Employee Performance

H2: Mental Health Can Moderates The Influence of Work Life Balance on Employee Performance

In accordance with the first image in the diagram, the arrows and dotted lines above show the image in the research methodology section in this article has the intent and purpose to analyze the influence of the Work Life Balance variable on the Employee Performance variable which is in line with the research (Susilo 2024); (NEGA 2020); (PRAMAESTI 2024) & (shafira aida meilia 2024). There is a drop of difference with the research (Susilo 2024); (NEGA 2020); (PRAMAESTI 2024) & (shafira aida meilia 2024) where this study adds the Mental Health variable as a moderating variable which is believed to strengthen the influence of Work Life Balance on Employee Performance. This research is a quantitative research with an explanatory approach (Jonathan Sarwono 2016) & (Sugiyono 2019). The data used in this study are primary data that researchers obtained from four hundred and twenty-five Sambel Makar employees spread throughout Indonesia (Abdurahman 2016) & (Setiawan Wibowo et al. 2023). The data used was analyzed using the smart PLS 4.0 analysis tool with a more complete explanation below (Giarto 2018) & (Hamid 2016).

RESULT AND DISCUSSION

Validity Tesst

Linguistically, work-life balance comes from an English word that has three series of words, namely work means work, life means life and balance means balance (Larasati, Hasanati, and Istiqomah 2019). If combined, these three words form a compound word that has its own meaning, namely work-life balance or in Indonesian it can be called the balance of personal life and work. In the Cambridge online dictionary, work-life balance is defined as the time spent doing work compared to the time spent with family and doing things that are enjoyed (Handoko 2014). Work-life balance is defined as an individual's effort to balance two or more responsibilities, including time, energy, goal achievement, and work pressure as well as personal and social life (Marwansyah 2012). Work-life balance is the process of finding a balance between work and personal life and feeling comfortable with work and family commitments. explains that work-life balance is said to be a balance between the time a person spends on work and the time spent on personal life. Another definition describes the ideal work-life balance as a state in which an individual feels able to balance work and non-work commitments.

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Validity Test

The first stage was testing the data used in this study, determining whether each question and answer from the respondents collected had a loading factor value above 0.70. Furthermore, this stage served as a prerequisite for proceeding to the next stages, namely the validity and reliability tests. Based on this, the following validity test results are presented in this article (Ghozali 2016).

Table 1. Validity Test

Variable	Question Item	Loading Factor
Work-Life Balance (X)	Work-Life Balance Can Affect Employee Performance	0.898
	Work-Life Balance Makes Employees Healthy	0.914
	Work-Life Balance Can Make Employees More Productive	0.899
	Work-Life Balance Can Make Employees Happier Every Day	0.925
Employee Performance (Y)	Employee Performance Can Be Affected by Employee Happiness	0.952
	Employee Performance Can Be Affected by Mental Health	0.975
	Employee Performance Can Be Affected by Employee Productivity	0.982
	Employee Performance Can Be Affected by Work-Life Balance	0.941
Mental Health (Z)	Mental Health Can Affect Employee Performance	0.978
	Work-Life Balance Can Affect Employee Performance	0.982

Valid > 0.70

Reliability Test

The next stage is the reliability test, which focuses on the variables used in this study, including Work-Life Balance, Employee Performance, and Mental Health. To understand this, the following are the reliability test results presented in this article (Sarstedt et al. 2014).

Table 2. Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Work-Life Balance	0.927	0.885	Reliable
Employee Performance	0.952	0.911	Reliable
Mental Health	0.983	0.935	Reliable

Reliable > 0.70

Path Coefisien

The final stage is to comprehensively determine whether the Work-Life Balance variable can have a positive relationship and significant influence on Employee Performance, and whether the Mental Health variable can moderate the influence of the Work-Life Balance variable on Employee Performance. Based on this, the following are the results of the Path Coefficients in this article (Usmany et al. 2025):

Table 3. Path Coefisien

Direct Influence	Variable	P-Values	Noted
		WLB->EP	0.026
Indirect Influence	ME*WLB->EP	0.000	Accepted

Significant Level < 0.05

The final stage, which is the stage of proving whether the hypothesis in this article can be proven or not, can be seen carefully in the third table of path coefficients above. The results of the first three rows of the table above indicate that the Work-Life Balance variable can have a positive relationship direction and a significant influence on Employee Performance. This is because the P-Values are positive and below the 0.05 significance level, namely 0.026. These results are in line with research by (Susilo 2024); (NEGA 2020); (PRAMAESTI 2024) & (shafira aida meilia 2024) which show similar results, namely Work-Life Balance can make employees' physical condition stronger, employees

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CONCLUSION

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