The Influence of Work-Life Balance and Job Satisfaction on Employee Performance at the Administrative Division of the Data and Information Center, Ministry of Education, Culture, Research, and Technology (Kemendikbudristek)

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Abstract

This study aims to examine the effects of work-life balance and job satisfaction on employee performance at the Data and Information Center (Pusdatin) of the Ministry of Education, Culture, Research, and Technology (Kemendikbudristek). Specifically, the study investigates: (1) the individual impact of work-life balance on employee performance, (2) the individual impact of job satisfaction on employee performance, and (3) the combined impact of work-life balance and job satisfaction on employee performance. Utilizing a quantitative method, the research draws on both primary and secondary data collected from a population of 70 administrative staff members. Data were gathered through questionnaires and observations, employing a saturated sampling technique. Validity and reliability tests confirmed that all items were valid and reliable, with the data also meeting assumptions of normality and the absence of multicollinearity. The findings reveal that work-life balance alone does not significantly affect employee performance, whereas job satisfaction has a significant individual effect. However, when combined, work-life balance and job satisfaction exert a significant and positive influence on employee performance.

Keywords: *Work-Life Balance, Job Satisfaction, Employee Performance.*

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A.   INTRODUCTION

Quality human resources (HR) are a critical factor in organizational success. Fundamentally, organizations must optimize the potential of their human resources and develop their human capabilities. Regardless of how advanced the equipment or technology (hardware) may be, without the necessary skills and competencies to manage and utilize these tools effectively (brainware), performance will remain suboptimal or even rendered ineffective.

Performance refers to the level of achievement attained by an individual in carrying out assigned tasks and responsibilities, both in terms of quantity and quality, as reflected in the output produced. According to Sutrisno (2018), "employee performance is the result of work observed through the aspects of quality, quantity, timeliness, and cooperation in achieving the goals set by the organization".

The increasing complexity and intensity of work demands often compel individuals to sacrifice their personal lives in order to meet professional targets. This condition highlights the growing importance of maintaining a proper work-life

balance, as a lack of effective management in balancing professional and personal activities may negatively impact employee performance. In line with this, Ardiansyah & Surjanti (2020) define work-life balance as a strategy used by employees to reduce conflicts arising from the imbalance of dual roles. Work-life balance refers to an employee's ability to harmonize responsibilities at work with those in their personal life. Similarly, Yusnita et al. (2022) describe work-life balance as a set of behaviors adopted by employees to help them fulfill their social, familial, and professional obligations.

Organizations must pay close attention to job satisfaction in order to maintain employee efficiency and productivity. Individuals who feel satisfied in their job positions tend to be more motivated, show greater dedication to the organization, and actively participate in their work—factors that contribute significantly to improving their performance outcomes (Sinambela, 2016).

This statement is also consistent with previous findings by Asari (2022), which demonstrated that work-life balance has a positive impact on employee performance at the Social Security Administration Agency for Employment (BPJS Ketenagakerjaan). The study conducted by Mulia et al. (2024) found that job satisfaction positively influences employee performance at PT. ABC in Malang City.

Based on the presentation of the background and prior research, these studies serve as the foundation for the present research, entitled "The Effect of Work-Life Balance and Job Satisfaction on Employee Performance at the Data and Information Center (Pusdatin), Ministry of Education, Culture, Research, and Technology (Kemendikbudristek), Administrative Division."

B.   LITERATURE REVIEW
1. Employee Performance

Robbins et al. (2019, p. 592) define performance as "performing the duties and responsibilities that contribute to the production of a good service or to administrative tasks. This includes most of the tasks in a conventional job description." In other words, performance encompasses a variety of activities carried out by employees to achieve organizational goals, whether through the delivery of quality products and services or the completion of essential administrative tasks that support operational functions. According to Rivai (2021, p. 309), performance is an attitude reflected through an employee's work achievements, which are determined by specific roles and responsibilities within an organization. Furthermore, Metin and Asli (2018) argue that performance is a means of realizing a company's vision and objectives. It serves as a benchmark for individuals, teams, or employees collectively in achieving—or even exceeding—the predetermined production targets.

Widodo (2020) identifies several key factors that influence employee performance, including the following:
a. Employee Skills

An employee's skill level is influenced by various factors, such as their level of education and the training they have received. However, factors such as work

enthusiasm, mental readiness, motivation, and physical condition also play a critical role in determining how effectively an individual performs in the workplace.

b. Workplace Facilities and Environment

Workplace-related factors significantly affect employee well-being. Organizations that prioritize employee health and safety, provide adequate production facilities, and utilize up-to-date technology contribute positively to employee performance. A supportive work environment enhances overall job satisfaction and productivity.

c. Infrastructure and Policy Support

This includes government policies regarding the provision of infrastructure and facilities, as well as the management of industrial relations. These elements contribute to a stable and supportive framework that enables employees to perform effectively within an organizational setting.

According to Robbins and Judge (2019, p. 592), employee performance consists of three key dimensions, each accompanied by specific indicators:

a. Individual Work Output, which includes the aspects of work quality and work quantity. Indicators: quality or accuracy of work, quantity of work based on effectiveness, and time efficiency.

b. Nature of Work, which covers aspects such as understanding of the job and teamwork. Indicators: level of knowledge, harmonious interpersonal relationships, and understanding of collaborative efforts.

c. Work Behavior, which involves aspects such as attendance and independence. Indicators: punctuality, discipline, responsibility, and professionalism.

2. Work-Life Balance

Work-life balance has become increasingly crucial, as the lack of proper management in balancing professional and personal life may lead to negative consequences for employees. Brough et al. (2014) define work-life balance as "the individual's perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities." In essence, work-life balance reflects a person's perception that both work-related and non-work-related activities are in harmony and support their personal development in line with their present life priorities. Similarly, Lucy et al. (2017) explain that work-life balance aims to guide employees in maintaining equilibrium between their responsibilities at work and their everyday personal lives.

Shobitha & Sudarsan (2014) identify several key factors that influence work-life balance, as follows:

a. Gender Roles

An individual's gender often shapes traditional role distributions within the family. These inherited social norms continue to influence how tasks and responsibilities are allocated in the household, thereby affecting one's work-life balance.

b. Work Planning

Flexible working hours and well-structured job arrangements can assist employees in aligning their professional responsibilities with their non-work roles, thereby fostering a better balance between the two.

c. Organizational Support

Support from colleagues and supervisors plays a crucial role in helping employees manage their professional and personal lives effectively. Such support can reduce stress and enhance one's ability to maintain work-life balance.

d. Family Support

Family is often the foundation of an individual's personal life. When employees receive emotional and practical support from their families, it generates positive energy that can improve their work performance and foster a healthier work-life balance.

e. Job Stress

An uncomfortable or high-pressure work environment can lead to stress, which may negatively impact both professional and personal aspects of an employee's life. Managing job stress is therefore essential to achieving and maintaining work-life balance.

According to Fisher, as cited in Tongam et al. (2021), work-life balance consists of four key dimensions, each with corresponding indicators:

a. Work Interference with Personal Life (WIPL)

This refers to the extent to which job responsibilities affect an individual's daily personal life. Indicators:

1). Amount of time spent working

2). Amount of time available for family

3). Amount of time available for personal activities

b. Personal Life Interference with Work (PLIW)

This dimension concerns the degree to which one's personal habits or daily routines interfere with job performance. Indicators:

1). Individual decision-making ability

2). Timely completion of tasks and meeting deadlines

3). Sense of responsibility at work and its relation to personal burden

c. Personal Life Enhancement of Work (PLEW)

This refers to how improvements in one's personal life can contribute positively to job performance and task completion. Indicators:

1). Comfort in the work environment

2). Closeness and cooperation with coworkers

3). Quality of an individual's social environment

d. Work Enhancement of Personal Life (WEPL)

This dimension highlights how work can positively influence personal life. Indicator: The extent to which one's job enhances their personal quality of life

3. Job Satisfaction

Robbins et al. (2019, p. 46) define job satisfaction as a positive feeling about one's job resulting from an evaluation of its characteristics. Job satisfaction is reflected in employee behavior toward their duties and is influenced by the compatibility between the nature of their work and the working environment, interactions with colleagues, and the fairness of the compensation received. Furthermore, Sutrisno (2019, p. 74) explains that job satisfaction encompasses psychological and physical aspects that affect an employee's attitude toward their work. According to Handoko (2020, p. 193), job satisfaction is an employee's perception of their work tasks, characterized by a sense of fulfillment and the challenges those tasks present. While employees may feel satisfied with certain aspects of their work, they may still experience dissatisfaction in other areas.

According to Sutrisno (2017, p. 27), several factors influence job satisfaction, including the following:

a. Psychological Factors – These relate to the mental and emotional state of employees, including their feelings, attitudes, and levels of motivation in the workplace.

b. Social Factors – These involve social interactions and communication among coworkers as well as between employees and their supervisors.

c. Physical Factors – These are related to the physical working conditions of employees, such as the workplace environment, facilities, and physical comfort.

According to Robbins et al. (2019), job satisfaction consists of several key dimensions, each with specific indicators:

a. The Work Itself

Indicators:

1). Employee satisfaction with the alignment between the job and their personal abilities, feeling continuously supported and fulfilled.

2). Satisfaction with the clarity and appropriateness of assigned tasks.

3). Satisfaction with opportunities to express creativity in the workplace.

4). Satisfaction with the availability of training and development opportunities.

b. Promotion

Indicators:

1). Satisfaction with the guidance and support provided by supervisors, including clear direction and mentorship.

2). Satisfaction with the promotional opportunities granted through mutually agreed-upon contracts or advancement decisions.

c. Supervision

Indicators:

1). Satisfaction with the support received from supervisors.

2). Satisfaction with the attention and recognition provided by supervisors.

    d. Coworkers

       Indicators:

       1). Satisfaction with teamwork and collaboration within groups

       2). Satisfaction with the social environment within the work unit.

       3). Satisfaction with the presence of healthy competition among colleagues.

4. Hypotheses

According to Sugiyono (2017), a hypothesis is a temporary statement that is formulated based on the research problem. Therefore, the hypothesis in this study is as follows: Satisfaction with teamwork, including satisfaction derived from collaboration within teams, cooperation among groups, and the overall satisfaction with teamwork within the administrative division of the Ministry of Education, Culture, Research, and Technology (Kemendikbudristek).

C.   METHOD

The study was conducted at the Data and Information Center (Pusdatin), Ministry of Education, Culture, Research, and Technology, from September to October. This study adopts a quantitative approach to examine the relationship between work-life balance, job satisfaction, and employee performance. The method is characterized by objective data collection and statistical analysis aimed at testing predetermined hypotheses (Sugiyono, 2017).

The research utilizes both primary and secondary data. Primary data were obtained directly through questionnaires and observation, while secondary data were sourced from documents relevant to the organization under study (Sanusi, 2014). The population consists of 70 employees in the administrative division of Pusdatin. A total sampling technique (saturated sampling) was employed, involving all population members (Sugiyono, 2017).

Data were collected using questionnaires and observation, chosen for their ability to capture standardized responses and contextual behavior. Analysis was conducted using SPSS version 27, involving several stages:

1. Instrument Testing:
    a. Validity test: Pearson correlation; valid if $r_{count} > r_{table}$ at $\alpha = 0.05$
    b. Reliability test: Cronbach's Alpha ≥ 0.60
2. Classical Assumption Tests:
    a. Normality: Kolmogorov-Smirnov and graphical methods
    b. Multicollinearity: Variance Inflation Factor (VIF)
    c. Heteroscedasticity: Scatterplot analysis
3. Statistical Analysis:
    a. Multiple Linear Regression: $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$ (Y = Employee Performance, X_1 = Work-Life Balance, X_2 = Job Satisfaction)
    b. Coefficient of Determination (R^2)
    c. Hypothesis Testing (t-test): Significance determined at $\alpha = 0.0$

D.   RESULT AND DISCUSSION
1. Instrument Testing
   a. Validity Test

Table 1 Validity Test of Employee Performance Variable (Y)

Number	R-Count	R-Table	Description
1	0.580	0.2352	Valid
2.	0.479	0.2352	Valid
3.	0.670	0.2352	Valid
4.	0.671	0.2352	Valid
5.	0.639	0.2352	Valid
6.	0.565	0.2352	Valid
7.	0.473	0.2352	Valid
8.	0.509	0.2352	Valid
9.	0.654	0.2352	Valid

Source: Data processed in SPSS 27

The findings presented in Table 1 demonstrate that each item within the employee performance variable has an r_{count} value greater than the r_{table} value (0.235), indicating that all items are valid. Therefore, the data for the employee performance variable can be considered valid and appropriate for use as a research instrument.

Table 2 Validity Test of Work-Life Balance Variable (X1)

Number	R-Count	R-Table	Description
1	0,796	0,235	Valid
2.	0,757	0,235	Valid
3.	0,645	0,235	Valid
4.	0,745	0,235	Valid
5.	0,654	0,235	Valid
6.	0,631	0,235	Valid
7.	0,553	0,235	Valid
8.	0,499	0,235	Valid
9.	0,525	0,235	Valid
10.	0,482	0,235	Valid

Source: Data processed in SPSS 27

The findings presented in Table 2 indicate that each statement item within the Work-Life Balance variable has an r_{count} value greater than the r_{table} value (0.235). This result confirms that the data for the Work-Life Balance variable is valid and can be reliably used as a research instrument.

Table 3 Job Satisfaction Test (X2)

Number	R-Count	R-Table	Description
1	0,588	0,235	Valid
2.	0,567	0,235	Valid
3.	0,700	0,235	Valid
4.	0,698	0,235	Valid
5.	0,746	0,235	Valid
6.	0,633	0,235	Valid
7.	0,793	0,235	Valid
8.	0,667	0,235	Valid

9.	0,613	0,235	Valid
10.	0,693	0,235	Valid
11.	0,747	0,235	Valid

Source: Data processed in SPSS 27

The findings presented in Table 3 indicate that the collected questionnaire items exhibit a strong correlation with the corresponding research variables. In other words, if the Cronbach's Alpha value exceeds 0.60, all variables can be considered reliable and appropriate for use in further analysis.

b. Reliability Test

Table 4 Reliability Test

Variable	Cronbach Alpha	r-table	Description
Performance	0,756	0,60	Reliable
Work-Life Balance	0,867	0,60	Reliable
Job Satisfaction	0,882	0,60	Reliable

Source: Data processed in SPSS 27

The findings in table 4 provide a reliable indication of the variable value with the collection of questionnaires that have a strong correlation with the research variables. In other words, if the alpha value > Cronbach's Alpha value (0.60), then all variables can be said to be reliable.
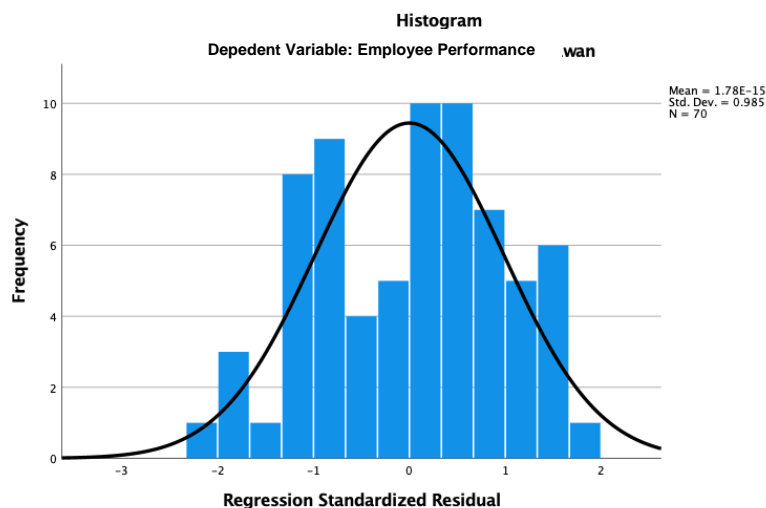
2. Classical Assumption Test

a. Normality Test

Figure 1 Histogram
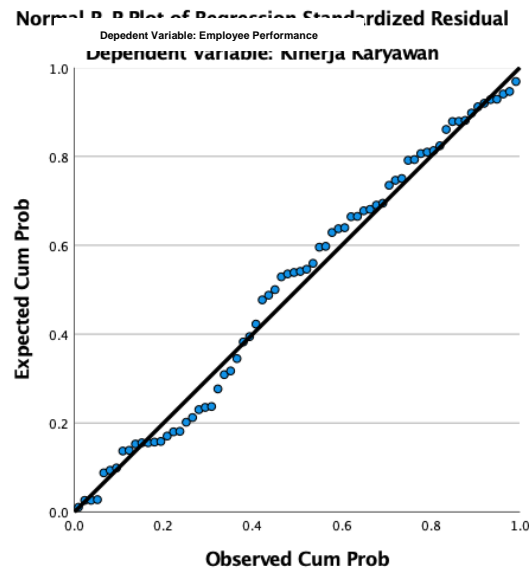Source: Data processed in SPSS 27

Figure 2 Normal P-P Plots
Source: Data processed in SPSS 27

The normal probability plot shows that the data points are distributed around the diagonal line, and the spread of the points generally follows the direction of the diagonal. This indicates that the residuals are normally distributed, suggesting that the regression model is appropriate for use.

Table 5 One Sample Kolmogorov-Smirnov

			Unstandardized Residual
N			70
Normal Parameters[a,b]	Mean		0,0000000
	Std. Deviation		0.69401976
Most Extreme Differences	Absolute		0.80
	Positive		0.80
	Negative		-0.072
Test Statistic			0.80
Asymp. Sig. (2-tailed)[c]			.200[d]
Monte Carlo Sig. (2-tailed)[e]	Sig.		.307
	99% Confidence Interval	Lower Bound	.295
		Upper Bound	.318

Source: Data processed in SPSS 27

The results of the Kolmogorov-Smirnov test show a significance value of 0.20, which is greater than the threshold of 0.05. Therefore, it can be concluded that the data used in this study meet the assumption of normality.

b. Heteroscedasticity Test
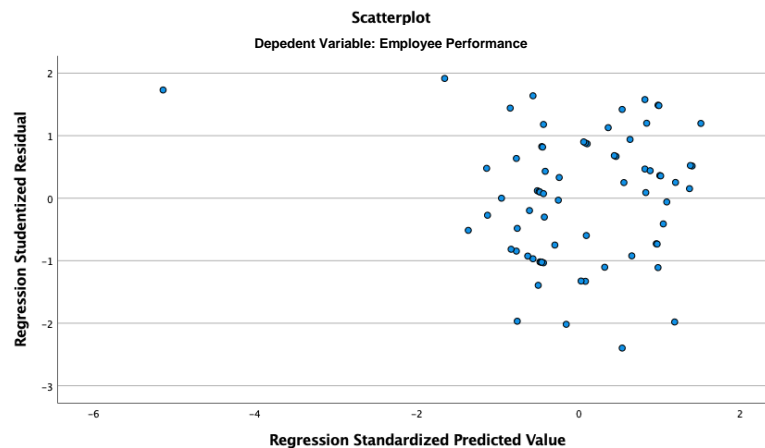
Figure 3 Scatterplot

Source: Data processed in SPSS 27

The results of the graph show that the points in this test are spread out erratically, both above and below the number 0 on the Y axis, which means that there is no heteroscedasticity.

c. Multicollinearity Test

Table 6 Multicollinearity Test

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	Work Life Balance	.747	1.338
	Job Satisfication	.747	1.338

a. Dependent Variable: Employee Performance

Source: Data processed in SPSS 27

Based on the results presented in Table 4.6, the tolerance values for X1 (0.747) and X2 (0.747) are greater than the threshold of 0.10, and the Variance Inflation Factor (VIF) values for X1 (1.338) and X2 (1.338) are less than 10. These findings indicate that no multicollinearity symptoms are present among the independent variables.

3. Data Analysis

a. Multiple Linear Regression Analysis

Table 7 Multiple Linear Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	26.368	3.352		7.867	.000
	Work-Life Balance	.017	.085	.024	.197	.845
	Job Satisfication	.267	.068	.485	3.955	.000

a. Dependent Variable: Employee Performance

Source: Data processed in SPSS 27

According to the research data presented in Table 4.7, which includes both independent and dependent variables, the results of the multiple linear regression analysis are as follows: $Y = 26{,}368 + 0{,}017X1 + 0{,}267X2 + e$

Note:

Y = Dependent variable, representing Employee Performance

X_1 = Independent variable, representing Work-Life Balance

X_2 = Independent variable, representing Job Satisfaction

e = Residual term or error term, representing the margin of possible error in the model

    b. Test of Determination Coefficient

Table 8 Determination Coefficient Analysis

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.497[a]	.247	.225	2.734

a. Predictors: (Constant), Employee Performance, Work-Life Balance

Source: Data processed in SPSS 27

The analysis results presented in Table 8 show a coefficient of determination (R^2) value of 0.247, indicating that 24.7% of the variation in employee performance can be explained by the variables Work-Life Balance and Job Satisfaction. The remaining 75.3% is influenced by other variables not included in the regression model of this study.

    c. Hypothesis Testing

Table 9 t-test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	26.368	3.352		7.867	.000
	Work-Life Balance	.017	.085	.024	.197	.845
	Job Satisfication	.267	.068	.485	3.955	.000

a. Dependent Variable: Employee Performance

Source: Data processed in SPSS 27

The results of the t-test analysis show that the Work-Life Balance variable has a t-value of 0.197, which is less than the t-table value of 1.995, and a significance value of 0.845, which is greater than 0.05. Therefore, it can be concluded that Work-Life Balance does not have a significant effect on Employee Performance. As a result, H_1 is rejected and H_0 is accepted.

The results also show that the Job Satisfaction variable has a t-value of 3.955, which is greater than the t-table value of 1.995, and a significance value of 0.000, which is less than 0.05. This indicates that Job Satisfaction has a signific.

Table 10 F-test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	164.689	2	82.329	11.015	,000[b]
	Residual	500.784	67	7.474		
	Total	665.443	69			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Employee Performance, Work-Life Balance

Source: Data processed in SPSS 27

The results shown in the table above indicate that the F-calculated value (11.015) is greater than the F-table value (3.984), with a significance value of 0.000. Therefore, it can be concluded that there is a positive and significant simultaneous effect of the independent variables X_1 (Work-Life Balance) and X_2 (Job Satisfaction) on the dependent variable Y (Employee Performance.

E. CONCLUSION

This study concludes that while Work-Life Balance alone does not significantly influence employee performance in the Administrative Division of the Data and Information Center (Pusdatin) at the Ministry of Education, Culture, Research, and Technology (Kemendikbudristek), Job Satisfaction does have a significant individual impact. Moreover, when combined, Work-Life Balance and Job Satisfaction together positively and significantly affect employee performance. These findings highlight the critical role of fostering job satisfaction while maintaining a healthy work-life dynamic to enhance overall performance in the organization.

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