Interaction of Work-Life Balanced and Self-Efficacy on Employee Performance

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	ABSTRACT
	This research aims to determine, test and analyze the influence of work-life balance and self-efficacy on the performance of Maluku Province Bappeda employees. This research uses a descriptive-quantitative approach with a correlational cause-effect type. A total of 108 people were determined using full sampling. Data were analyzed using multiple linear regression with the help of SPSS 23.00 software. The results of the study concluded that (1) work-life balance had a positive and significant effect on the performance of Maluku Province Bappeda employees, (2) self-efficacy had a positive and significant effect on the performance of Maluku Province Bappeda employees and (3) work-life balance and self-efficacy simultaneously have a positive and significant effect on the performance of Maluku Province Bappeda employees.

Introduction

An effective, efficient and accountable government organization can be realized if it is supported by human resources (HR) who are responsible and have integrity as a form of performance implementation. HR is the main factor in an organization, therefore efforts are needed to manage HR professionally so that the vision, mission and goals of the organization can be achieved.

Performance is seen as a qualitative and quantitative result. The success or failure of the performance achieved by the organization is influenced by the level of employee performance individually and in groups, where performance is measured using instruments developed in studies that depend on general performance measures, then translated into a basic behavioural assessment which can include various things, namely: quantity work, quality of work, opinions or statements expressed, decisions taken in carrying out work and job descriptions.

The study of employee performance still receives very important attention from HR experts and practitioners. Various determining factors have been studied in efforts to improve performance. Various dimensions have been investigated, both organizationally and individually, from various points of view and producing varying results. Work-life balance is an important factor for organizations and employees. This is because, in a

successful WLB, employees can control their lives, reduce work stress, and increase job satisfaction. WLB is one of the hopes, especially for Generation Y employees. Organizations must meet the expectations of Generation Y because the number of workers from this group will be the largest in the coming period (Riyanto, Ariyanto, & Lukertina, 2019).

Work-life balance is an important topic for employees regardless of the nature of their work because family and career are aspects of life that cannot be separated. Thus, it is important to help employees achieve a sense of balance between work and personal needs to increase work engagement, productivity and performance. (Wardani & Firmansyah, 2019). Based on research conducted by Aslam (2015) 150 respondents showed that 95.8 per cent of changes in performance for the better were caused by work-life balance. Apart from that, research conducted by Soomro, Breitenecker, & Shah (2018) From 280 respondents shows that work-life balance has a positive effect on increasing performance productivity. However, this is in contrast to (Anugrah & Priyambodo 2021) Research, where the results showed that work-life balance did not affect performance.

Several studies have found a link between performance and self-efficacy. (Kawet & Rimper, 2014), (Harnyoto, Sawitri, & Naser, 2020), (Arfan, Sapurtra, Prayekti, Epsilandri, & Seprtyarini, 2021). Likewise, the relationship between performance and self-esteem has been studied by (Rafiditya & Syarifuddin, 2020); (Khaer & Nursyafitri, 2017). As well as a study of the relationship between performance and self-leadership by (Sawitri, Cahyandari, & Muawanah, 2018) and (Hammado, 2015). There are still differences in findings from previous researchers, providing opportunities for researchers to contribute.

Research Methods

This research uses a descriptive-quantitative approach with a correlational cause-and-effect type, meaning that the relationship between the independent variable and the dependent variable is a cause-and-effect relationship. The research was carried out at the Maluku Province Bappeda. This research was carried out for 2 (two) months, namely July to September 2023. The population used in this research was all 108 Bappeda employees of Maluku Province. The sample is part of the number and characteristics of the population. The sampling method is full sampling because the population size is small. The data analysis technique in this research uses descriptive analysis and multiple linear regression analysis with the following equation:

$Y = b_0 + b_1X_1 + b_2X_2 \ e$

Where:

Y = Employee Performance

X1 = Work Life Balanced

X2 = Self-efficacy

bo, b,b2 = Regression coefficients

e = error term

Results and Discussion

The influence of the independent variables work-life balance and self-efficacy on the dependent variable, namely the performance of Maluku Province Bappeda employees (Y), is known through multiple linear regression calculations. Based on the results of data processing using the SPSS 23.00 program, the following table is obtained:

Table 1
Results of Multiple Linear Regression Analysis

variable	regression coefficient	t.count	t table df=105	Prob.	r^2 Partial
Work-Life Balanced (X_1)	0,406	6,248	1,980	0,000	0,521
Self-Efficacy (X_2)	0,657	11,430	1,980	0,000	0,745
Constant : 9,250			F. Ratio : 150,549		
R square: 0,741			Prob. : 0,000		
Multiple R: 0,861			n : 108		

Based on the table above, a mathematical equation model can be prepared as follows:

$Y = b0 + b1X1 + b2X2 + b3X3 + e$

$Y = 9,250 + 0,406\ X1 + 0,657\ X2 + 2,493$

Where:

Y = Employee Performance

X1 = Work Life Balanced

X2 = Self Efficacy

bo, b1,b2 = Regression coefficients

e = error term

The explanation of the mathematical model above is:

1. The b0 value shows the predicted performance of Maluku Province Bappeda employees 9,250 which is not influenced by the variables of work-life balance and self-efficacy.

2. The b1 value shows that the work-life balance variable (X1) has a positive sign, this means that if work-life balance increases it will result in employee performance increasing. Furthermore, the regression coefficient is 0.406, meaning that every one-unit increase in the work-life balance variable will increase to 0.406 units in employee performance if the other variables are constant.

3. The b2 value shows that the self-efficacy variable (X2) has a positive sign, this means that if self-efficacy increases it will result in the performance of Maluku Province Bappeda employees increasing. Furthermore, the regression coefficient is 0.657, meaning that every one-unit increase in the self-efficacy variable will increase to 0.320 units in employee performance if the other variables are constant.

First and Second Hypothesis Testing

1) The first hypothesis states that the variables work-life balance and self-efficacy have a significant effect on the related variable, namely employee performance (Y), partially. The test was carried out by confirming the calculated t value with the t table value at degrees of freedom (df=105).

2) The calculated t value for the work-life balance variable is 6.185 > t table value (df=105) is 2.060; So it can be concluded that Ho is rejected, Ha is accepted, which means that work-life balance has a partially significant effect on employee performance. (Hypothesis 1 is accepted)

3) The calculated t value for the self-efficacy variable is 4.070 > t table value (df=105) is 2.060; So it can be concluded that Ho is rejected, Ha is accepted, which means that self-efficacy has a partially significant effect on employee performance. (Hypothesis 2 is accepted).

Third Hypothesis Testing

The third hypothesis states that work-life balance (X1) and self-efficacy (X2) have a significant effect on the related variable, namely employee performance (Y) simultaneously. The test is carried out by confirming the calculated F value with the table F value in df (2)(105). The table above shows the calculated F value of 150.549 > F table in df (2)(105) of 0.05; so it is concluded that Ho is rejected and Ha is accepted, which means that the variables work-life balance (X1) and self-efficacy (X2) have a significant effect on the related variable, namely employee performance (Y) simultaneously. The influence of these two variables is 0.741 or 74.1% of the Maluku Province Bappeda employee performance variable is influenced by work-life balance (X1) and self-efficacy (X2) and the remaining 25.9% (100%-74.1%) is influenced by other variables not included in the research model.

Table 1 shows the results of multiple linear regression analysis, where it can be seen that the largest regression coefficient value is the self-efficacy variable, as well as the calculated t value and partial r2 value, which shows that the largest influence comes from the self-efficacy variable with an influence size of 74.5 % because it has the largest correlation coefficient value between the other two variables. The regression coefficient shows the magnitude of the influence of each independent variable (X1, X2) on the dependent variable (Y) if the magnitude of the other independent variables in the model remains constant.

The Effect of work-life balance on employee Performance

The work-life balance variable (X1) has a positive sign, this means that if the work-life balance improves, it will result in employee performance increasing. Furthermore, the regression coefficient is 0.406, meaning that every one-unit increase in the work-life balance variable will increase to 0.487 units in employee performance if the other variables are constant.

The partial coefficient of determination explains the effect of each change in the independent variable (X) on changes in the dependent variable (Y). The results of data processing show that the partial coefficient (r) for the work-life balance variable is 0.521. This means that: the work-life balance variable can explain every variation in employee

performance changes of 0.521 with the assumption that the other variables are constant, meaning it shows that work-life balance has a high correlation with employee performance of 52.1% with the assumption that the other variables do not change.

Testing the regression coefficients of the variables, whether the work-life balance variable (X1) is significant or not significant, tested the significance of the t value. This test was carried out using a two-way test, using a real level of 5%. The test results show that the count for the work-life balance variable is greater than the t-table value. The test results obtained count for the work-life balance variable of 6.248; Meanwhile, the size of the ttable at the 5% confidence level is 1.980. The values mentioned above can be explained that partially (individually), the work-life balance variable has a significant effect on employee performance because the calculated t value > t table value. The calculated t value of the independent variable is in the Ho rejection area, this means that the regression coefficient of the work-life balance variable is equal to 0, in other words, the coefficient of this variable is significant.

The results of this research are in line with the research. (Wardani & Firmansyah, 2019) That work-life balance is an important topic for employees regardless of the nature of their work because family and career are aspects of life that cannot be separated. Thus, it is important to help employees achieve a sense of balance between work and personal needs to increase work engagement, productivity and performance.

In some organizations, employees have alternatives for balancing work and non-work. In this context, the organization provides an alternative in its Human Resources Policy, where employees can choose between working or not working temporarily. The work-life balance experienced by employees has been proven to be able to significantly increase their contribution to organizational performance while growing their attachment to the organization where they work. (Riyanto et al., 2019).

Likewise, research by Saifullah (2020) The research title is "The Influence of Work-Life Balance and Flexible Work Arrangement on the Performance of Konveksi Muslim Female Employees". The research results show that the variables work-life balance and Flexible Work Arrangement have an influence of 28.2% on employee performance and the remaining 71.8% is influenced by other variables not included in this research.

The Influence of Self-Efficacy on Employee Performance

The self-efficacy variable (X2) has a positive sign, this means that if self-efficacy increases it will result in employee performance increasing. Furthermore, the regression coefficient is 0.657, meaning that every one-unit increase in the self-efficacy variable will increase to 0.657 units in employee performance if the other variables are constant.

The partial coefficient of determination explains the effect of each change in the independent variable (X) on changes in the dependent variable (Y). The results of data processing show that the partial coefficient (r) for the self-efficacy variable is 0.745. This means that the self-efficacy variable can explain every variation in changes in employee performance of 0.745 with the assumption that other variables are constant, meaning it shows that self-efficacy has a strong correlation with employee performance of 74.5% with the assumption that other variables do not change.

Testing the regression coefficients of the variables, whether the self-efficacy variable (X2) is significant or not significant, tested the significance of the t value. This test was carried out using a two-way test, using a real level of 5%. The test results obtained count for the self-efficacy variable of 11.430; Meanwhile, the size of the ttable at the 5% confidence level is 1.980. The values mentioned above can be explained that partially (individually), the self-efficacy variable has a significant effect on employee performance because the calculated t value > t table value. The calculated t value of the independent variable is in the Ho rejection area, this means that the regression coefficient of the self-efficacy variable is equal to 0, in other words, the coefficient of this variable is significant.

The results of this research are not in line with (Aisyiyah, Turnip, & Siregar, 2022) One way to achieve optimal performance is through self-efficacy. Self-efficacy is very necessary in developing employee performance because the presence of self-efficacy in individuals will create confidence in their ability to complete the work given by their superiors promptly. Self-efficacy is self-assessment, whether you can carry out good or bad actions, right or wrong, and can or cannot do what is required.

Self-efficacy determines how people feel, think, motivate themselves and behave. Self-efficacy is a person's evaluation of his or her ability or competence to carry out a task, achieve goals, and overcome obstacles. (Harnyoto et al., 2020).

If someone is no longer interested or loses interest in what they are doing, then that person will lose the ability to achieve a goal, so the steps in each process and the results of their work performance will tend to decrease. On the other hand, if the person concerned believes they can achieve their goals, then their self-motivation and level of performance will tend to increase. (Nurul Hikmah, Rahmawati, & Lestari, 2021).

To get the best performance, one way can be achieved through self-efficacy. Self-efficacy is very necessary to develop employee performance because, with self-efficacy in individuals, there will be confidence that they are capable of completing the work given by their superiors. Someone who has high self-efficacy will achieve better performance because that person has strong motivation and the ability to perform activities or behaviours successfully. (Andriyani, 2017), (Setyawan, 2017), (Noviawati, 2016).

Effect of Work Life Balanced (X1) and Self Efficacy (X2) Variables on Employee Performance (Y) Simultaneously

The influence of the variables Work Life Balanced (X1) and Self Efficacy (X2) on the related variable, namely employee performance (Y) can be seen from the R2 value of 0.741 which shows that together, the variables Work Life Balanced (X1) and Self Efficacy (X2) has a significant effect on related variables, namely employee performance (Y) simultaneously at 74.1% and the rest is influenced by other variables that are not in the research model. This is proven by the calculated F value of 150.549 > F table in df (2) (105) of 0.05; so it is concluded that Ho is rejected and Ha is accepted, which means that the variables Work Life Balanced (X1) and Self Efficacy (X2) have a significant effect on the related variable, namely employee performance (Y) simultaneously.

The results of this research show that the two variables, namely the Work-Life balance (X1) and Self-efficacy (X2) if they interact with each other, will significantly

improve employee performance. In the sense that, a work life that is balanced with personal life coupled with very adequate self-efficacy, then performance will increase, and vice versa. This is in line with (Larasati, Hasanati, & Istiqomah, 2019) That work-life balance is a way for employees to have a healthy life, so this influences improving employee performance.

The balance between work life and personal life plays a crucial role in improving one's performance. First of all, this balance helps optimize productivity. By providing sufficient time for rest and personal activities, a person can avoid fatigue and burnout which can harm work efficiency. On the other hand, quality free time can increase focus and energy while working.

Conclusion
Based on the results of the analysis and discussion, the following conclusions were obtained:
1. Work-life balance has a positive and significant effect on the performance of Maluku Province Bappeda employees.
2. Self-efficacy has a positive and significant effect on the performance of Maluku Province Bappeda employees
3. Work-life balance and self-efficacy simultaneously have a positive and significant effect on the performance of Maluku Province Bappeda employees.

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