

The Effect of Work-Life Balance, Work Environment, and Work Discipline on Employee Performance in AKPRIND University Employees

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ABSTRACT

The purpose of this research is to ascertain how employee performance is affected by work-life balance, work environment, and work discipline. AKPRIND University was the site of this study. This study uses SPSS software and is quantitative in nature. Direct distribution of questionnaires and observation are two methods and instruments used in data collecting. There were 104 responders in the study's sample. The study's findings suggest that neither work-life balance nor the workplace environment significantly improves AKPRIND University workers' performance. Employee performance at AKPRIND University is positively and significantly impacted by work discipline.

INTRODUCTION

In addition to strong economic expansion, the globalization period intensifies competitiveness among businesses. Businesses need fiercely competitive human resources (HR) to thrive and win over customers. Expert workers in their domains who make use of their abilities to support the efficacy and efficiency of the business in the face of global changes are the best human resources. Work-life balance, a pleasant workplace, and healthy work habits may all lead to better employee performance (Solekah, 2023; Lestary, 2017).

The capacity of people to successfully manage the demands of both their personal and professional lives in order to achieve satisfaction is known as work-life balance (Muliawati, 2020: 607). Work-life balance, which affects motivation, productivity, and loyalty, is achieved when an individual can effectively divide and arrange work-related responsibilities, personal life, and family obligations (Prasetyo, 2024: 4). For human resources, this balance is crucial since an imbalance may impede work and harm the company's success. According to the findings of earlier studies, work-life balance significantly and favorably affects employee performance (Anggraeni et al., 2024; Putri & Frianto, 2023; Badrianto & Ekhsan, 2021; Minarika et al., 2020; Asari, 2022). These results, however, are in contrast to those of previous research that found no significant impact of work-life balance on employee performance (Saifullah, 2020; Kembuan et al., 2021; Ardiansyah & Surjanti, 2020).

The physical and non-physical components of the work environment influence employee actions, claim Munardi et al. (2021). Space arrangement, lighting, furnishings, and other physical elements that have an impact on workers either directly or indirectly are all part of the physical work environment. Employees may work as efficiently, healthily, safely, and pleasantly as possible in a decent work environment. In the meanwhile, positive communication and the connections between coworkers and superiors are linked to the non-physical or psychological work environment. According to the findings of earlier studies, employee performance is positively and significantly impacted by the work environment (Munardi et al., 2021; Ferawati, 2017; Prakoso et al., 2014; Irwan & Irfan, 2021; Rahmawanti et al., 2014). The results of this research, however, are not consistent with those of previous studies by (Nabawi, 2019; Rahayu & Rushadiyati, 2021; Akhriani & Risal, 2023; Sarip, 2023), which demonstrate that employee performance is not significantly impacted by the work environment.

According to Ferawati (2017), work discipline is a management strategy that motivates employees to abide by relevant rules. The purpose of discipline is to stop carelessness, divergence, or carelessness that might result in work waste. Workplace discipline has the power to alter employee behavior, raise consciousness, and inspire adherence to societal standards. Work discipline include employee attitudes, behaviors, and actions – such as being on time, doing duties correctly, and abiding by rules and social norms – that promote rather than impede the accomplishment of organizational objectives. Research has shown that work discipline has a favorable and substantial impact on employee performance (Anggraeni et al., 2024; Harjumi et al., 2024; Ferawati 2017; Yantika

et al., 2018; Tyas & Sunuharyo, 2018). However, the findings of a study by Lusiana (2018) indicate that employee performance is not significantly impacted by work discipline.

The company's prosperity is reflected in its performance. To provide workers opportunities for jobs, promotions, salary, perks, and other prizes, employee performance must be evaluated. If workers are not doing well, it will be difficult for the organization to attain employee performance.

Campus I is located in Klitren, Campus II is located in Kotabaru, and Campus III is located in Pengok. AKPRIND institution, previously known as AKPRIND Institute of Science & Technology Yogyakarta, is a private institution in Yogyakarta. The organization formally changed its name to Universitas AKPRIND on February 28, 2024. With an emphasis on enhancing work-life balance, work atmosphere, and work discipline, this shift is anticipated to boost employee performance. The goal of this university is to develop into a top-tier, globally recognized, inventive, and ecologically conscious institution.

Given the preceding background information on the issue and the realization that an employee's performance may be influenced by their work environment, work discipline, and work-life balance, the researcher is interested in conducting research and focusing this research on "The Effect of Work-Life Balance, Work Environment, and Work Discipline on Employee Performance in AKPRIND University Employees".

LITERATURE REVIEW

Employee Performance

According to Anggraeni (2022), performance is a set of actions taken to fulfill obligations and responsibilities related to one's employment, both successfully and unsuccessfully. Chusnah and Khoridah (2021) define performance as work outcomes that include quality, quantity, time, and teamwork in accomplishing objectives. Employee performance, according to Pramujadi et al. (2024), is an individual accomplishment inside a business or organization. Performance metrics include task performance, job quality, length, and feeling of responsibility. According to Asari (2022), performance is the outcome that people or groups may get in compliance with the duties that have been allocated to them in order to legally and morally accomplish organizational objectives. According to Budiyanto (2021), employee performance indicators that demonstrate commitment, self-control, and understanding of responsibilities in accomplishing shared objectives include work quantity, quality, responsibility, initiative, and collaboration.

Work-Life Balance

The ability to maintain a sense of temporal and psychological fulfillment while fulfilling their roles as spouses, parents, family, friends, and members of the community without experiencing role conflict is known as work-life balance (Mardiani & Widiyanto 2021). Three markers of work-life balance include time balance, engagement balance, and happiness balance, according to Dina (2018). This equilibrium aids workers in striking a balance between their work obligations and other factors (Anggraeni, 2022). Work-life balance is defined by

Badrianto & Ekhsan (2021) as an individual's degree of engagement and contentment with their positions in both their personal and professional lives. When these two factors are out of balance, tension might result, which lowers productivity at work. Work-life balance significantly improves employee performance, according to research by Anggraeni et al. (2022). Research has shown that work-life balance improves employee performance (Putri & Frianto, 2023; Badrianto & Ekhsan, 2021; Minarika et al., 2020).

H₁: Work-life balance has a positive and significant effect on the performance of AKPRIND University employees.

Work Environment

The physical and non-physical work environments are the two components of the work environment, according to Jaya (2022). Everything that is physically present at work and has the potential to directly or indirectly impact employees' duties is considered to be part of the physical work environment. In the meanwhile, fostering positive connections among superiors, colleagues, and subordinates also depends on the non-physical work environment, which includes interpersonal ties in the workplace. Lighting, air temperature, humidity, air movement, noise, mechanical vibration, odor, usage of color, décor, and job security are all examples of physical work environment indicators, according to Budiyanto (2021). In the meanwhile, interactions between colleagues and superiors are examples of non-physical work environment indicators. Workers who like their workplace are more likely to complete tasks efficiently, allowing for efficient use of working time. Employee performance is positively and significantly impacted by the work environment, according to prior research (Pramujadi et al., 2024; Lestary, 2017; Ferawati, 2017; Irwan & Irfan, 2021; Rahmawanti, 2014; Yantika et al., 2018; Hanafi & Zulkifli, 2018; Yuliantari & Prasasti, 2020; Mardiani & Widiyanto, 2021).

H₂: The work environment has a significant positive effect on the performance of AKPRIND University employees.

Work Discipline

Work discipline is defined as an individual's conduct that complies with current guidelines, operational standards for how to operate, or acts and conduct that are appropriate for the company's written and unwritten norms (Prasetyo & Marlina, 2019). Employees that exhibit good discipline generally arrive at work on time and on a regular basis, dress appropriately for the job, use tools and materials with care, produce work of a satisfactory volume and quality, and follow company-established work procedures while doing so with a positive attitude (Pratama, 2023). According to Anggraeni (2022), managers use work discipline as a technique to alter employee behavior and raise awareness. As a result, a high degree of discipline among staff members will immediately correlate with improved performance. Research has shown that work discipline has a favorable and considerable impact on employee performance (Anggraeni et al., 2022; Harjumi et al., 2024; Ferawati, 2017; Yantika et al., 2018; Hanafi, 2018).

H₃: Work discipline has a significant positive effect on the performance of AKPRIND University employees.

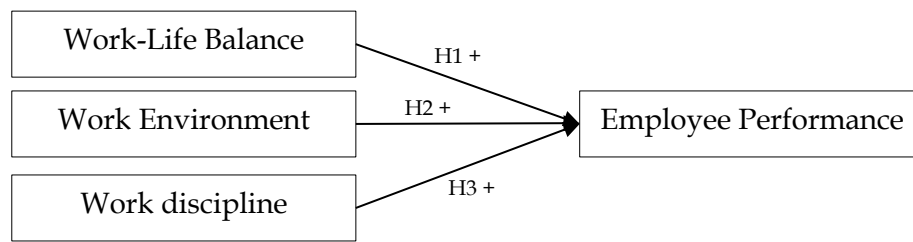


Figure 1 Conceptual Framework

METHODOLOGY

This study describes and explains the impact of work-life balance, work environment, and work discipline on employee performance using descriptive quantitative methodologies. Employees at AKPRIND University were given questionnaires pertaining to research variables in order to gather data for the study. The 140 people who work at AKPRIND University make up the study's population. The Slovin method was used to calculate the number of samples in this investigation, yielding a minimum sample size of 104. The statistical software SPSS was used to analyze the gathered data. Multiple linear regression is used to test hypotheses, validity and reliability tests are used to guarantee the validity and consistency of questionnaire instruments, and descriptive analysis is used to characterize sample characteristics.

RESEARCH RESULT

Respondent Profile

Table 1. Respondent Profile

Characteristics	Frequency	Percentage (%)
Gender of respondents		
Male	71	68.3
Female	33	31.7
Age range of respondents		
20 - 29 th	15	14.4
30 - 39 th	47	45.2
40 - 49 th	27	26.0
> 50 th	15	14.4
Respondent's highest education		
SMA/K or equivalent	38	36.5
Diploma (D1/D2/D3/D4)	18	17.3
Strata-1 (S1)	43	41.3
Postgraduate (S2)	5	4.8
Period of Service		
< 5 th	21	20.2
6 - 10 th	34	32.7
11 - 15 th	17	16.3
16 - 20 th	12	11.5

> 20 th	20	19.2
Respondents by field		
Administration	58	55.8
Laboran	22	21.2
Librarian	4	3.8
Housekeeping	10	9.6
Security Guard	10	9.6
Total	104	100%

Instrument Test Results Validity

Table 2. Validity Test Results

Variable	Item Code	R Count	R Table	Description
Work-Life Balance (X1)	WLB1	0.856	0.192	Valid
	WLB2	0.888	0.192	Valid
	WLB3	0.826	0.192	Valid
Work Environment (X2)	WE1	0.664	0.192	Valid
	WE2	0.717	0.192	Valid
	WE3	0.796	0.192	Valid
	WE4	0.717	0.192	Valid
	WE5	0.670	0.192	Valid
	WE6	0.552	0.192	Valid
	WE7	0.601	0.192	Valid
	WE8	0.78	0.192	Valid
	WE9	0.709	0.192	Valid
	WE10	0.507	0.192	Valid
	WE11	0.520	0.192	Valid
	WE12	0.434	0.192	Valid
Work Discipline (X3)	WD1	0.700	0.192	Valid
	WD2	0.854	0.192	Valid
	WD3	0.841	0.192	Valid
	WD4	0.837	0.192	Valid
	WD5	0.841	0.192	Valid
Employee Performance (Y)	EP1	0.730	0.192	Valid
	EP2	0.706	0.192	Valid
	EP3	0.777	0.192	Valid
	EP4	0.747	0.192	Valid
	EP5	0.660	0.192	Valid

The independent variable has r count $>$ r table 0.192, and all of the dependent variable's question items can be recognized from the aforementioned table. Thus, the validity of the statement items may be inferred.

Reliability

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Critical value	Criteria
Work-Life Balance (X1)	0.846	0.60	Reliabel
Work Environment (X2)	0.893	0.60	Reliabel
Work Discipline (X3)	0.765	0.60	Reliabel
Employee Performance (Y)	0.799	0.60	Reliabel

The items in the instrument under test are regarded as dependable because, as can be shown from the computation results in table 3. above, the Cronbach's Alpha value is more than 0.60.

Classical Assumption Test Results

Normality

Table 4. One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual
Asymp. Sig. (2-tailed)	.000 ^c
Monte Carlo Sig. (2-tailed)	.062 ^d

Table 4.8's normalcy test findings yielded a Monte Carlo sig value. (2-tailed) of 0.062, the Monte Carlo sig. (2-tailed) is larger than 0.05, indicating that the residual data in this regression model is normally distributed.

Multicollinearity

Table 5. Multicollinearity Test Results
Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Work-Life Balance	.688	1.454
	Lingkungan Kerja	.632	1.582
	Disiplin Kerja	.666	1.502

a. Dependent Variable: Kinerja Karyawan

According to table 5's multicollinearity test findings. The work-life balance, work environment, and work discipline tolerance values are known to be more than 0.10. Multicollinearity is absent from this regression model if the VIF score is less than or equal to 10.00.

Heteroscedasticity

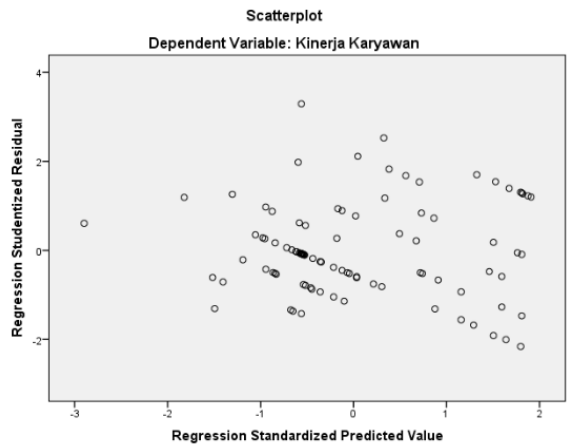


Figure 2. Heterocedacity Test Results Scatterplot Graph

There is no discernible pattern, such as waves, broadening, or narrowing, in the scatterplot graph in Figure 2 above, where the dots are dispersed randomly along the Y axis, both above and below the number 0. This suggests that the regression model used in this investigation shows no signs of heteroscedasticity.

Data Analysis Results

Descriptive Statistical Data Analysis

In this study, the research variables work-life balance, work environment, work discipline, and employee performance were evaluated by the participants using descriptive statistical analysis.

Table 6. Descriptive Analysis Results

Variable	Mean	Category
Work-Life Balance (X1)	4.00	Agree
Work Environment (X2)	3.96	Agree
Work Discipline (X3)	4.25	Strongly Agree
Employee Performance (Y)	4.16	Agree

Multiple Linear Regression Analysis

Table 7. Results of Multiple Linear Regression Analysis

Model		Coefficients			t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.906	1.616		5.011	0.000
	WLB	.129	.102	.116	1.267	.208
	WE	-.014	.035	-.039	-.405	.686
	WD	.558	.084	.613	6.609	.000

a. Dependent Variable: EP

The regression equation can be formulated as follows:

$$Y = 8,096 + 0,129X1 - 0,014X2 + 0,558X3 + e$$

Based on table 7, the regression equation is obtained as follows:

1. With all other independent variables kept constant, employee performance will rise by 0.129 for every point increase in the work-life balance variable, according to the regression coefficient X1 (work-life balance), which has a positive value of 0.129.
2. With all other independent variables kept constant, employee performance will drop by 0.014 for every point rise in the work environment variable, according to the regression coefficient X2 (work environment), which has a negative value of 0.014.
3. With all other independent variables kept constant, a one-point rise in the work discipline variable would result in a 0.55 improvement in employee performance, according to the regression coefficient X3 (work discipline), which has a positive value of 0.558.

Analysis of the Coefficient of Determination (R²)

Table 8. Coefficient of Determination Test Results (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.654 ^a	.427	.410	1.496

The Adjusted R Square value is 0.410, or 41.0%, based on the test findings in Table 8. The findings indicate that 41% of the variation in the data can be explained by the model in use, with additional factors not included in this research accounting for the remaining 59.0%.

T Test

Table 9. T Test Results

Model	t	Sig.
1 (Constant)	5.011	.000
Work-Life Balance	1.267	.208
Work Environment	-0.405	.686
Work Discipline	6.609	.000

Table 9's T test findings show that the Work-Life Balance and Work Environment variables had Sig. values of 0.208 and 0.686, respectively. Since both values are higher than 0.05, it can be said that H_a is rejected and H₀ is accepted. Since the Sig value for the Work Discipline variable is known to be 0.000, it can be said that H_a is accepted and H₀ is rejected when the value is less than 0.05.

DISCUSSION

Work-Life Balance Does Not Have a Positive and Significant Effect on Employee Performance at AKPRIND University Employees.

According to the study's initial result, H₁ is rejected, indicating that work-life balance has no discernible and beneficial impact on AKPRIND University workers' performance. Employees feel that work-life balance is important, and the organization sees this as a difficulty in creating a collaborative work culture, but the findings of hypothesis testing indicate otherwise, even though the

average evaluation of work-life balance is positive. Employee performance may suffer if work-life balance declines because workers may find it difficult to reconcile work and personal obligations. Research has shown that work-life balance has little effect on employee performance (Rahmawati et al., 2021; Herlambang & Murniningsih, 2019; Turangan et al., 2022; Manfa'aturrohmanasyah & Muhdiyanto, 2023). Research has shown that work-life balance has a favorable impact on employee performance (Anggraeni et al., 2024; Putri & Frianto, 2023; Badrianto & Ekhsan, 2021; Minarika et al., 2020; Asari, 2022).

Work Environment Does Not Have a Positive and Significant Effect on Employee Performance at AKPRIND University Employees.

The second study outcome indicates that H2 is rejected, indicating that AKPRIND University workers' performance is neither positively and significantly impacted by their workplace. This finding demonstrates that improved working circumstances do not always translate into higher employee performance; in fact, it is reasonable to suppose that elements like workplace noise, which elicited the fewest responses from workers, may actually have the opposite effect. This outcome is consistent with studies that revealed that the work environment had a negligible impact on employee performance (Sabilalo, 2020; Warongan et al., 2022). However, this conclusion differs with studies that really demonstrated a strong beneficial relationship between employee performance and the work environment (Munardi et al., 2021; Ferawati, 2017; Prakoso et al., 2014; Irwan & Irfan, 2021; Rahmawati et al., 2014).

Work Discipline Has a Positive and Significant Effect on Employee Performance in AKPRIND University Employees.

The third study conclusion demonstrates that H3 is accepted, indicating that work discipline significantly and favorably affects AKPRIND University workers' performance. According to these findings, employee performance is significantly impacted by work discipline. The university's average work discipline evaluation is rated as very excellent, indicating that greater performance is attained at higher work discipline levels. On the other hand, a lack of work discipline will lead to less than ideal outcomes. Numerous other research (Anggraeni et al., 2024; Harjumi et al., 2024; Ferawati, 2017; Yantika et al., 2018; Tyas & Sunuharyo, 2018) that also demonstrate a positive and substantial link between work discipline and employee performance confirm this conclusion. The results of this study, however, are not in accord with those of studies by Muna & Isnowati (2022) and Jati (2023), which concluded that work discipline had no discernible impact on worker performance.

CONCLUSIONS AND RECOMMENDATIONS

Work discipline has a major favorable impact on AKPRIND University workers' performance, whereas work balance and work atmosphere have no discernible impact, according to the study that has been done. Consequently, it is advised that other factors not included in this study be included in further research. Furthermore, it is advised to reevaluate the distribution of time and

activities due to the workers' varied backgrounds and the possible imbalance between work and leisure time. Last but not least, it is advised to carry out a follow-up research to comprehend the effects of the transfer from Institut Sains dan Teknologi AKPRIND Yogyakarta to Universitas AKPRIND, which affects the placement of employee work units.

ADVANCED RESEARCH

There are many restrictions on this research. First off, although other factors may potentially impact employee performance, this research solely looks at work-life balance, work atmosphere, and work discipline. Furthermore, the sample size—104 responders out of 140 employees—is still too small and insufficiently representative to capture the true circumstances. Third, employee performance is also impacted by the state of the respondents' workplace, which is undergoing renovations and a change from the AKPRIND Yogyakarta Institute of Science and Technology to the AKPRIND University. Additionally, it should be kept in mind that every person has various work-life balance issues. For instance, individuals with one kid and those with three children may have different challenges. Lastly, for the institution to advance throughout the transition time, all staff members must cooperate.

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