



## The Influence of Workload, Work-Life Balance, TQM on Work Effectiveness in Company "X" in Sidoarjo

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### ABSTRACT

This test aims to find out how much influence Workload, Work-Life Balance, and Total Quality Management have on work effectiveness. The research was conducted on 95 employees of PT. X in Sidoarjo. The type of data used in this research is primary data in the form of interviews and questionnaires. The data analysis carried out in this research used quantitative methods so that the data in the form of numbers was processed using statistical methods in the SPSS 23 program. The test results stated that each Workload, Work-Life Balance, and Total Quality Management variable significantly influenced Work Effectiveness. Then, this research shows that the impact of workload variables, work-life balance, and total quality management simultaneously significantly influences the work effectiveness variable

## **INTRODUCTION**

Nowadays industry in East Java is developing quite rapidly. A modern organization or business is a specialized unit that carries out monetary activities, expects to create labor and products, is located in a specific structure or area, and has its regulatory records concerning creation and construction costs and there is at least one individual. who is responsible for the business. The Fabrication Industry is a financial movement that acts by changing basic products precisely, artificially, or by hand so that they become finished/semi-finished goods, as well as goods of lower value into goods of higher value and which are close to the end user. Modern industrial/fabrication services are activities that serve the needs of other organizations or companies. The company only processes the raw materials provided and receives compensation for the services.

Factory X is one of the mechanical and electrical (ME) construction companies that is trusted by industrial companies at the national level. To maintain its position in a highly competitive market, a company must have a solid and quality team so that it can optimize the effectiveness of employee performance and increase productivity. If there are problems in the HR sector, it will of course affect the company's productivity.

A company must assign tasks to employees. Often these tasks are considered a workload by employees. Workloads that are too high can trigger stress and fatigue in employees, thereby affecting their physical and mental well-being, (Sholihah, 2019). Indirectly, this will affect the company's productivity. According to (Indriati, 2021), a workload that is too high or low can cause work not to be completed on time. A workload that is too heavy could be due to a shortage of workers. Suppose there is a shortage of employees and workload due to an insufficient number of employees. In that case, it is feared that this could cause physical or mental fatigue which ultimately reduces employee work productivity.

The sustainability of an organization or company in achieving success must also be supported by work-life balance. According to (Amalia, 2021), a situation where humans can balance their livelihood and personal affairs by allocating time and resources effectively.

Work-life balance not only includes work time and free time, but also considers factors such as physical and mental health, family life, social activities, and time for relaxation. By achieving a good work-life balance, employees can feel happier, more productive, and more satisfied with their work, ultimately affecting overall employee performance. So, an organization needs to provide a work area that supports work-life balance for its employees.

To achieve company goals, and improve quality, management must involve all aspects of the organization. Total Quality Management also covers all organizational activities, including planning, controlling, supervising, and measuring quality, (Gaspersz, 2019). The same thing was also conveyed (Dale, 2019) that total quality management is an activity that covers all organizational activities to achieve high quality, efficiency, and optimal effectiveness. Total Quality Management also involves all employees in the organization

participating in efforts to improve quality productivity, and customer satisfaction.

In the Total Quality Management concept according to ISO, the organization's main focus is meeting customer needs and expectations, as well as ensuring that products or services meet standards. In addition, organizations must also pay attention to process performance and make continuous improvements to increase efficiency and effectiveness. Another important thing that must be considered is paying attention to the management of organizational resources, including human resources, infrastructure, and work environment. Apart from that, the Total Quality Management concept also emphasizes the importance of careful planning and monitoring of emerging risks and opportunities.

## **LITERATURE REVIEW**

### **Workload**

Workload is a term used to refer to the number of duties and responsibilities that must be performed by the individual or groups in the organisation Workload can be affected by many factors, such as the complexity of the task, the amount of time available, and the level of individual skills in completing tasks Workload levels that are too high can hurt the well-being of individuals as well as the overall performance of the organisation. According to Irawati (2021), workload is the amount of work or tasks that must be performed by an employee in a period Excessive workload can affect employees' performance and can hurt the company, the higher the workload perceived by employees, the lower the performance.

### **Work-Life Balance**

Work-life balance is a condition in which a person can balance the demands of work and personal life with effectiveness. In the context of work productivity, work-life balance can improve work performance, reduce absenteeism, and help prevent burnout or fatigue at work (Arifin, 2019), However, Arifin emphasized that Work-life balance does not mean dividing time equally between work and personal life, but rather finding a balance that suits the needs individuals and organizations in which individuals work

### **Total Quality Management**

Total Quality Management is a method used to improve the quality of an organization, such as improving production efficiency or service, reducing costs, and increasing customer satisfaction, in the process of implementing Total Quality Management for all members Organizations must be involved. Mustafa (2019) explained that Total Quality Management is a management approach that involves all elements of the organization in producing high-quality products or services

### **Work Effectiveness**

Job effectiveness is described as an employee's ability to achieve work objectives efficiently and effectively In context organization, management needs to pay attention to the factors that can guide the work effectiveness of employees to achieve optimal work effectiveness. Work effectiveness according to (Mulyadi,

D, 2016) is the ability of individuals, groups, or organizations to achieve their goals in a way that is efficient and effective. It involves the achievement of the purpose, the use of efficient resources, and quality standards fulfillment, and is impacted by factors such as individual ability, motivation, work environment, communication, and leadership

## METHODS

The type of research used in this study is quantitative, while the population of this study is all employees of PT "X" Sidoarjo employees which is 125 people. In this study, using Sample Random Sampling is part of probability sampling. The determination of the number of samples uses the Slovin formula so that a minimum sample that can be used is obtained from as many as 95 people, this study uses a quantitative method with a causal approach, this quantitative research method has the characteristics of collecting and analyzing using numbers, there is a hypothesis whose data analysis uses the help of statistical.

### Data Collection

At this stage, the data will be processed and used in such a way that it can conclude truths that can be used to answer the questions that have been raised in the research. Quantitative analysis will provide a systematic picture of the contents of a document in a study. The contents of the document are examined, then clarified according to certain criteria or patterns, and analyzed or assessed. The data collection techniques used in this research were questionnaires and interviews. The questionnaire was carried out by distributing questionnaires to 95 respondents who worked at the factory

## RESULTS

### Test Results F Test and t-Test

The partial t-test is a technique in regression analysis that is used to partially test the significance of the influence of independent variables on the dependent variable.

Table 1. Partial Test

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	21.672	.410		52.845	.000
Beban Kerja	.014	.033	.596	3.501	.001
Work-Life Balance	.056	.048	.412	1.161	.024
Total Quality Manajemen	.030	.046	.218	.639	.032

a. Dependent Variable: Efektivitas Kerja

Source: SPSS 23

Based on the partial test via the t-test, it can be seen that workload (X1) has a significant value of 0.001 with a significant value smaller than 5%, Workload has a positive effect on Work effectiveness. The Work-Life Balance variable (X2) has a significant value of 0.024, with a significant value smaller than 5%, Work-Life Balance has a positive effect on Work Effectiveness. The Total Quality Management variable (X3) has a significant value of 0.032. With a significant value smaller than 5%, Total Quality Management has a positive effect on Work Effectiveness

Table 2. Simultaneous Test

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.265	3	.088	4.739	.004 <sup>b</sup>
	Residual	1.693	91	.019		
	Total	1.958	94			

a. Dependent Variable: Efektivitas Kerja

b. Predictors: (Constant), Total Quality Manajemen, Beban Kerja, Work Life Balance

Source: SPSS 23

The F test results above show that it has a significant value of 0.004, thus Total Quality Management, Work Load, and Work-Life Balance affect Work Effectiveness. So, it's suitable to use regression results to show work effectiveness.

## DISCUSSION

### The Effect of Workload on Work Effectiveness

According to the test results, it can be seen that workload has a positive effect on work effectiveness. So that there is no overload of workload, management must pay attention to fair distribution of workload to prevent fatigue and increase productivity which has an impact on employee work effectiveness. Quite relevant testing by (Darmawan D & Putra, A.R, 2022). Managers need to evaluate subordinates' job desks and optimize task allocation and other factors. Setting task priorities, providing support and assistance as well as providing training to improve time and stress management skills.

### The Influence of Work-Life Balance on Work Effectiveness

From the regression table, it can be seen that Work-Life Balance has a positive effect on Work Effectiveness, the more balanced personal life, the higher an employee's work effectiveness. (Aditama, R., & Yunita, R, 2017). Therefore, companies and organizations need to pay attention to the balance between work and employees' personal lives, so that it is hoped that they can increase work effectiveness.

### **The Influence of Total Quality Management on Work Effectiveness**

Based on the test results, it is known that the Total Quality Management variable (X) has a positive effect on Work Effectiveness (Y). This is in line with testing by (Utama, R., & Suryadi, F, 2020) where the research found that the higher the level of implementation of Total Quality Management in the organization, the higher the employee performance in the construction industry. The difference is that previous research and this research were conducted in different places with different objects. Total Quality Management itself is a method to ensure that the products and services produced by the Company meet standards. Of course, implementing Total Quality Management can have a positive impact on work effectiveness and productivity. This includes applying the concepts in Total Quality Management, such as using methods and procedures regarding work quality, involving employees in continuous improvement, and increasing communication and collaboration.

### **CONCLUSIONS AND RECOMMENDATIONS**

Based on the results of research on Workload, Work-life Balance, and Total Quality Management on Work Effectiveness at PT X in Sidoarjo. It is hoped that management can adjust the workload by rotating jobs to avoid boredom and impacting work effectiveness, as well as planning training to improve and adjust employee competence.

This research still has limitations, so further research needs to be carried out regarding the topic of The Influence of Workload and Working Environment on Employee Performance in the Office Labor Offices. to perfect this research and increase insight for readers. This section allowed you to present gratitude to your colleagues who provided suggestions for your papers. You can also convey your appreciation for the financial grants you are accepting, by making this paper.

### **FURTHER STUDY**

This research still has limitations, so it is necessary to carry out further research related to the topic The Influence of Workload, Work-Life Balance, TQM on Work Effectiveness in Company "X" in order to perfect this research and increase insight for readers.

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