

The Influence of Work-Life Balance and Workload on Work Commitment and Its Impact on Employee Performance at Dinas PUPR Pidie

¹Ali Basyah & ²Muhammad Adam
^{1&2}Management Department,
Universitas Syiah Kuala, Indonesia.

Abstract

This research aims to examine the Work-Life Balance and Workload impact on Employee Performance in Dinas PUPR Pidie with Work Commitment as a Mediator. The population was 241 civil servants (ASN) at the Dinas PUPR Pidie. The sample was the entire population, namely 241 respondents. Data were analyzed using the Structural Equation Modeling (SEM). Results revealed that at the Dinas PUPR Pidie, Work-Life Balance influences Work Commitment, Workload influences Work Commitment, Work-Life Balance does not influence employee performance, Workload affects employee performance, Work Commitment influences employee performance, Work Commitment fully mediates the Work-Life Balance impact towards Employee Performance, and Work Commitment partially mediates the Workload impact towards Employee Performance at the Dinas PUPR Pidie. These findings define that the work commitment model acts as a mediator but is different for work-life balance and workload in influencing employee performance. By revealing all the results, it is clear that the model in this research has proven that increasing employee performance has an impact on work-life balance, suitability of workload, and strengthening work commitment.

Keywords: *Work-Life Balance, Workload, Work Commitment, Employee Performance.*

1. Introduction

Humans are the main resource for organizations that cannot be replaced by other advanced technologies. As is the case in the era of globalization, human resource development is a quality improvement processor of human ability to achieve a development goal nation, which includes planning, development, and management of resources. By improving the quality of the organization's employees, it is required that these employees can carry out their duties and achieve the organization's goals. Every organization has a goal or goal which is forcing its employees to work hard for this goal. To be able to achieve this, competent human resources are needed to carry out their duties. According to (Satiari & Yadnyana, 2020), quality human resources are the integrated abilities of an individual's thinking power and physical strength, which can be seen from that person's ability to do things or solve problems, where a person's thinking ability and competence can be the basis for how qualified that person is. In achieving organizational goals. The success or failure of an organization also matters depending on the human resources or employees in the organization (Martha & Pramusinto, 2015). With the hard work of these employees, it is hoped that the goals will be achieved. However, on the other hand, an organization also needs to have a balance between the role of employees in the world of work and the role of employees outside of work. Employees in an organization have a very important role in the output or production results of the organization which cannot be separated from how employees balance their duties and responsibilities (Pamungkas, Hamid, & Prasetya, 2017); (Hariandja, 2012). By improving employee performance, organizational performance will automatically also increase.

The Pidie Regency Public Works and Spatial Planning Service (Dinas PUPR Pidie) is a unit tasked with carrying out government affairs that fall under the authority of the Region and assisting tasks in the fields of public works, spatial planning, and land. The PUPR Department has several fields including the field of Building and Road Infrastructure (TBPJ), the field of Road and Bridge Construction (PJJ), the field of Road and Bridge Maintenance, the field of Environmental Health and Settlement Infrastructure (PLPP), the field of Spatial Planning, and finally the field of Resources water (SDA). The following is the Dinas PUPR Pidie employees.

Table 1: Employee Performance Achievements

Year	Average SKP
	Achievement
2016	91.02
2017	92.07
2018	90.11
2019	88.22
2020	87.02
2021	86.01
2022	85.87

Source: Dinas PUPR Pidie (2023)

Table 1 shows employee performance achievements of the PUPR Department there was a decline from 2017 to 2022. This shows that employee performance has not been optimal because there has been a decrease in SKP (employee performance report) achievements. The pre-survey results show employee performance is perceived relatively low because a mean value of 3.35 was obtained, where the average value is in the poor category ($3.35 < 3.41$).

One thing that influences employee performance is work commitment. In work, commitment plays a very important role, because commitment can provide a driving force for someone to work well as expected. If commitment and job satisfaction which are job expectations are met, it will lead to good performance. Performance refers to ability to achieve quality and quantity goals, whether carried out by individuals, groups, or organizations that have been determined. Performance is declared good and successful if the desired goals can be achieved well; employees who have good performance are expected to be able to help the organization's goals. On the other hand, if employee performance is poor or not good, the organization's goals will be difficult or even not achieved.

The pre-survey reveals respondents' perceived about work commitment is still relatively low because a mean value of 3.38 was obtained, where the mean value is in the poor category ($3.38 < 3.41$), which indicates that work commitment has not been maximized as expected. Furthermore, (Mendis & Weerakkody, 2018), (Wambui, Cherotich, Emily, & Bowen Dave, 2017), and (Greenhaus, Collins, & Shaw, 2003), if a balance in employee roles cannot be created, it can create an imbalance condition that affects tension in every responsibility that will be carried out. Imbalance is an individual's inability to achieve a work-life balance which can cause high levels of stress, reduce work effectiveness, and reduce quality of life (Greenhaus et al., 2003). Based on the pre-survey results, it is known that the work-life balance perceived by respondents is still relatively low because a mean of 3.11 was obtained, where the mean value is in the poor category ($3.11 < 3.41$), which indicates that work-life balance has not been maximized as expected.

The next factor is workload. Ways to help employees do better at work include making sure they don't have too much to do physically or mentally. For organizations to do their best, they need to take care of their employees. Our bodies are designed to do work, help us move, and do our jobs (Hasibuan, 2016). Based on the pre-survey results, it is known that the workload perceived is still relatively low because a mean of 3.32, where the average value is in the poor category ($3.32 < 3.41$), which explains that employees still feel the workload is inappropriate. Excessive workload cannot be considered normal because its impact is very frightening, not only affecting employee or employee performance but even to the level of death. In Indonesia itself, many empirical studies have been presented that highlight the impact of workload and work environment on employee performance. (Sutoyo, 2016); (Khasifah, 2016); and (Zulkifli, 2016) stated that workload affects employee performance.

2. Literature Employee Performance

In simple terms, (Kaswan & Akhyadi, 2017)) says that how well employees do their job at work shows how they behave and use their skills and that this helps the organization achieve its goals. Rismawati (2018) said performance needs to be evaluated and confirmed by certain people to see how well the organization did in reaching its goals. It's also important to understand how the organization's actions affected the results, both in good and bad ways. (Bintoro & Daryanto, 2017) say that performance means being willing to do tasks well and get good results, either as an individual or a group. (Wirawan, 2012) defines performance as the results or achievements of a job or profession over some time. (Soetrisno, 2016) stated that how well employees do their jobs is based on how good their work is how much work they do, how long they work for, and how well they work together with others to reach the organization's goals. (Rachmawati, 2016) reveals that a person's performance can be measured by: 1) Quality, 2) Quantity, 3) Punctuality, 4) Effectiveness, 5) Independence, and 6) Commitment.

Work Commitment

Commitment means believing in and supporting the values and goals of the organization. People become more dedicated to their work when they feel connected to their organization and are supported by their colleagues. They also feel determined to serve the organization and agree with its values (Supriyono, 2019). (Coryanata, 2014) says work commitment is when someone wants to help their company succeed and puts the company's goals before their own. (Luthans, 2012) says that if the organization is committed, it will work better and get more done. People who are very committed to their work think it is important to help their organization reach its goals. On the other hand, people who don't care much about their work don't try hard to help the company and mainly focus on what they want for themselves. Employee work commitment follows (Wibowo, 2019) the indicators used to assess it are:

Sense of belonging to the organization, namely employees always feels like they belong to the organization.

A sense of attachment to the organization, namely the employee's feeling that he cannot be far from the organization

The personal meaning of the organization, namely how much the organization means to employees.

Will not leave the organization, namely the employee's feelings about the importance of the organization and will not leave it.

Proud of the organization, namely feeling proud to be part of the organization

Loyalty, namely employee loyalty to the organization.

Work-Life Balance

(Fisher, Bulger, & Smith, 2009) says that work-life balance means trying to balance two or more roles in life. When someone has a good balance between work and their personal life, it means they are happy with how things are going. Finding a good balance between work and

personal life can make people work better. When they are happy with their work and personal life, they will do a better job and provide better service. (Kalliath & Brough, 2008) and (McDonald, Brown, & Bradley, 2005), revealed the indicators are:

Time Balance.

The amount of time an individual can devote both to their work and to matters outside their work.

Involvement balance.

The level of psychological involvement and commitment of an individual in their work and matters outside their work.

Satisfaction balance.

The total level of satisfaction of an individual with his work activities and things outside his work.

Workload

Workloads are the jobs and duties that workers have to do at a certain time using their skills and abilities. (Koesmowidjojo & Marih, 2017) says that workload means figuring out how many hours people need to work to finish a job in a certain amount of time. According to (Vanchapo, 2020), workload is the amount of work a worker has to do in a certain amount of time. If a worker can handle many tasks and adjust to them, it's not too much work. However, if the worker doesn't succeed, then these tasks and activities become a lot of work. (Koesmowidjojo & Marih, 2017) states that the workload indicators are as follows:

Working Time

The working time given to employees must not be excessive, excessive working time will have a negative impact on employee health. The amount of time spent doing work contributes to the experience of work demands, which is one of the factors that causes stress.

Number of Jobs

The amount of work assigned must be following the employee's abilities so that the employee does not experience difficulties.

Assigned Job

The tasks given to employees must be by their abilities and skills so that employees feel enthusiastic about working. If too many tasks are given, it can also result in employees being too tired or sick, this will have a bad impact on the smooth running of the organization because the level of absenteeism is too high, which can affect the overall performance of the organization.

Work Pressure

Work pressure will make employees feel uncomfortable at work and have a negative impact on performance. In general, in certain cases, work pressure can increase motivation and produce high work performance, but pressure on working time can also result in quantitative excessive workload. When this results in the appearance of many errors or reduced health conditions.

Hypothesis

The hypothesis to be tested here, based on the theories are:

H1: Work-Life Balance influences Work Commitment.

H2: Workload influences Work Commitment.

H3: Work-Life Balance influences employee performance.

H4: Workload influences employee performance.

H5: Work Commitment influences employee performance.

H6: Work Commitment fully mediates the Work-Life Balance impact towards Employee Performance.

H7: Work Commitment partially mediates the Workload impact towards Employee Performance.

3. Method

The population for this study was 241 civil servants (ASN) at the Dinas PUPR Pidie. In this research, the intended population is all employees at the Dinas PUPR Pidie. Determining the sample size was carried out using a census technique where the entire population was used as the sample. Data were analyzed using Structural Equation Modeling (SEM) through the AMOS software.

4. Result

This research hypothesis testing from the SEM is in Table 2 below.

Table 2: Regression

	Influence	Estimate	S.E	CR	P	R-Square
Work Commitment <---	Work-Life Balance	0.591	0.103	7,293	0,000	0.878
Work Commitment <--- Emp.Performance <--- Work-Life Balance Emp.Performance <-- Workload Emp.Performance <--- Work Commitment	Workload	-0.402	0.058	-5,5248	0,000	

Work-Life Balance towards Work Commitment

The Work-life balance impact test towards Work Commitment produces CR 7.293 with p 0.000, proving Work-life balance affects increasing Work Commitment. The impact size of Work-Life Balance on Work Commitment is 0.591 or 59.1%. This explains improving Work-Life Balance will have a positive influence on increasing Work Commitment.

Workload towards Work Commitment

The workload impact test towards work commitment produces CR -5.524 with p 0.000, proving Workload affects increasing Work Commitment. The impact size of Workload on Work Commitment is -0.402 or 42.1%. This explains the higher the level of workload, the lower the work commitment will be.

Work-Life Balance towards Employee Performance

The work-life balance impact test towards employee performance produces CR 1.002 with p 0.316, proving Work-life balance does not affect Employee Performance.

Workload towards Employee Performance

The workload impact test towards employee performance produces CR -3.252 with p 0.001, proving Workload affects Employee Performance because the significance is <0.05.

Work Commitment towards Employee Performance

The work commitment impact test towards employee performance produces CR 5.113 with p 0.000, proving Work Commitment influences employee performance. The impact size of Work Commitment on Employee Performance is 0.666 or 66.6%. This explains the higher the work commitment, the more direct influence it will have on employee performance.

Work-Life Balance towards Employee Performance through Work Commitment

The Sobel test produces the value 4.200 with p 0.000. Thus, Work Commitment acts as a mediator between Work-Life Balance and Employee Performance. So, because Work Commitment has a significant effect and acts as a mediating variable, Work-Life Balance does not have an effect on Employee Performance, so the Work Commitment role in mediating the Work-Life Balance and Employee Performance is fully mediating. Full

mediation means that the Work-Life Balance affects Employee Performance does not happen directly but needs to be mediated by Work Commitment.

Table 3: Work-Life Balance Impact towards Employee Performance through Work Commitment

Input:	Test statistic:	Std. Error:	p-value:
a 0.591	Sobel test: 4.20070218	0.09370005	0.00002661
b 0.666	Aroian test: 4.17140857	0.09435806	0.00003027
s _a 0.103	Goodman test: 4.23062172	0.09303739	0.0000233
s _b 0.108	Reset all	Calculate	

Workload on Employee Performance through Work Commitment

The Sobel test provides the value -4.607 with p 0.000. Thus, Work Commitment acts as a mediator between Workload and Employee Performance. So, because Work Commitment has an effect and acts as a mediating variable, Workload does not have an effect on Employee Performance, so the Work Commitment role in mediating Workload and Employee Performance is partially mediating. Partial mediation means the Workload affects Employee Performance happens directly or indirectly through Work Commitment.

Table 4: Workload Impact towards Employee Performance through Work Commitment

Input:	Test statistic:	Std. Error:	p-value:
a -0.402	Sobel test: -4.60712673	0.05811258	0.00000408
b 0.666	Aroian test: -4.58059296	0.0584492	0.00000464
s _a 0.058	Goodman test: -4.634127	0.05777399	0.00000358
s _b 0.108	Reset all	Calculate	

5. Conclusion

Results revealed that at the Dinas PUPR Pidie, Work-Life Balance influences Work Commitment, Workload influences Work Commitment, Work-Life Balance influences employee performance, Workload affects employee performance, Work Commitment influences employee performance, Work Commitment fully mediates the Work-Life Balance impact towards Employee Performance, and Work Commitment partially mediates the Workload impact towards Employee Performance at the Dinas PUPR Pidie. These findings define that the work commitment model acts as a mediator but is different for work-life balance and workload in influencing employee performance. By revealing all the results, it is clear that the model in this research has proven that increasing employee performance is about an impact from work-life balance, suitability of workload, and strengthening work commitment. These findings can be the basis for further research and strengthening theory. Several recommendations for research subjects based on survey data are as follows.

For the Work-Life Balance variable, the lowest average value was obtained for the item "I feel satisfied with my activities so far both at work and outside of work". This can be a concern for organizations to involve employees more in all matters related to the organization.

The Workload variable has the lowest average value in the item "The time given by the organization to complete the work is sufficient." This can be a concern for organizations to provide more time for employees to complete their work.

References

Bintoro, & Daryanto. (2017). Manajemen Penilaian Kinerja Karyawan. Yogyakarta: Gava Media.

- Coryanata, I. (2014). Pelimpahan Wewenang dan Komitmen organisasi Dalam Hubungan Antara Partisipasi Penyusunan Anggaran dan Kinerja Managerial. Makalah Simposium Nasional Akuntansi (SNA) VII.
- Fisher, G. G., Bulger, C. A., & Smith, C. S. (2009). Beyond Work and Family: A Measure of Work/Nonwork Interference and Enhancement. *Journal of Occupational Health Psychology*, 14(4), 441–456. <https://doi.org/10.1037/a0016737>
- Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work–family balance and quality of life. *Journal of Vocational Behavior*, 63(3), 510–531. [https://doi.org/https://doi.org/10.1016/S0001-8791\(02\)00042-8](https://doi.org/https://doi.org/10.1016/S0001-8791(02)00042-8)
- Hariandja, M. T. E. (2012). *Manajemen Sumber Daya Manusia* (Cet. 4). Jakarta: Grasindo.
- Hasibuan, M. S. (2016). *Buku Manajemen Sumber Daya Manusia (Revisi)*. Jakarta: Bumi Aksara.
- Kalliath, T., & Brough, P. (2008). Work-life balance: A review of the meaning of the balance construct. *Journal of Management & Organization*, 14(3), 323–327. <https://doi.org/https://doi.org/10.5172/jmo.837.14.3.323>
- Kaswan, & Akhyadi, A. S. (2017). *Pengembangan Sumber Daya Manusia: Teori, Dimensi Pengukuran, dan Implementasi dalam Organisasi*. Yogyakarta: Zahir Publishing.
- Khasifah, F. (2016). Pengaruh Disiplin Kerja, Beban Kerja dan Lingkungan Kerja Terhadap Kinerja Pegawai (Studi Pada Balai Besar Wilayah Sungai Pemali Juana). *Diponegoro Journal Of Management*, 5(1), 1–7.
- Koesmowidjojo, & Marih, S. R. (2017). *Panduan praktis menyusun analisis beban kerja*. Jakarta: Raih Asa Sukses.
- Luthans, F. (2012). *Organization Behavior An Evidence-Based Approach*. In *Organizational Behavior: An edivence-Based Approach*. Boston: McGraw-Hill.
- Martha, S. D., & Pramusinto, H. (2015). Pengaruh Kompetensi Pegawai, Kepribadian Pegawai Dan Lingkungan Kerja Terhadap Pelayanan Di Perusahaan Listrik Negara (PLN) Pekalongan. *Economic Education Analysis Journal*, 4(2), 509–523.
- McDonald, P., Brown, K., & Bradley, L. (2005). Explanations for the provision-utilisation gap in work-life policy. *Women in Management Review*, 20(1), 37–55. <https://doi.org/https://doi.org/10.1108/09649420510579568>
- Mendis, M. D. V. ., & Weerakkody, W. (2018). The impact of work life balance on employee performance with reference to telecommunication industry in Sri Lanka: a mediation model. (January 2017). <https://doi.org/10.4038/kjhrm.v12i1.42>
- Pamungkas, A. D. P., Hamid, D., & Prasetya, A. (2017). Pengaruh Pendidikan Dan Pengalaman Kerja Terhadap Kemampuan Kerja Dan Kinerja Karyawan (Studi Pada Karyawan PT. Inka (Persero)). *Jurnal Administrasi Bisnis*, 43(1), 1–9.
- Rachmawati, R. W. (2016). Pengaruh Pelatihan Dan Motivasi Kerja Terhadap Kinerja Karyawan PT. Bank Bjb Kantor Cabang Suci Bandung. *Jurnal Manajemen Dan Pemasaran Jasa*, 9(1), 1–16. <https://doi.org/http://dx.doi.org/10.25105/jmpj.v9i1.802>
- Satiari, N. P. A. I., & Yadnyana, I. K. (2020). Pengaruh Karakteristik Sumber Daya Manusia Pada Efektivitas SIMAK BMN. *E-Jurnal Akuntansi*, 30(3), 699–712.
- Soetrisno, E. (2016). *Manajemen Sumber Daya Manusia (Cetakan Ke)*. Jakarta: Prenada Media Gorup.

- Supriyono, R. A. (2019). *Manajemen Risiko*. Yogyakarta: Gadjah Mada University Press.
- Sutoyo. (2016). Pengaruh Beban Kerja, Lingkungan Kerja dan Motivasi Terhadap Kinerja Pegawai pada Dinas Bina Marga Propinsi Sulawesi Tengah. *Katalogis*, 4(3), 187–195.
- Vanchapo, A. R. (2020). *Beban kerja dan stres kerja*. Pasuruan: Qiara Media.
- Wambui, M. L., Cherotich, B. C., Emily, T., & Bowen Dave. (2017). Effects of Work life Balance on Employees' Performance in Institutions of Higher Learning. A Case Study of Kabarak University. *Kabarak Journal of Research & Innovation*, 4(2), 60–79.
- Wibowo. (2019). *Perilaku Dalam Organisasi* (2nd ed.). Medan: Raja Grafindo Persada.
- Wirawan. (2012). *Evaluasi Kinerja Sumber Daya Manusia: Teori, Aplikasi, dan Penelitian*. Jakarta: Salemba Empat.
- Zulkifli. (2016). Pengaruh Beban Kerja, Lingkungan Kerja dan Kompensasi Terhadap Kinerja Dosen Universitas Jabal Ghafur. *E-Mabis: Jurnal Ekonomi Manajemen Dan Bisnis*, 17(1), 105–116. <https://doi.org/https://doi.org/10.29103/e-mabis.v17i1.48>