

The Effect of Work Life Balance, Leadership Style and Organizational Culture on Employee Performance

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The Effect of Work Life Balance, Leadership Style and Organizational Culture on Employee Performance

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ABSTRACT

This study aims to determine the effect of WLB, leadership style, organizational culture on employee performance at PT. SGS Luwu, South Sulawesi Province. The approach in this study used a survey method, with a total of 200 employees as respondents. Sampling in this study was carried out randomly. The hypothesis was tested using the structural equation modeling (SEM) data analysis method with the help of software, namely Analysis Moment of Structure (AMOS) 26. The results of this study explain that: 1). Work life balance has significant influence on organizational culture. This means that WLB will increase along with the organizational culture that is implemented in employee behavior. 2). Leadership style has a positive and significant effect on organizational culture. This means that the higher the level of leadership style, the organizational culture will also increase. 3). Work life balance has a positive and significant effect on employee performance. This means that the better WLB, the happier employees will be and will make employees more productive in providing better performance to the company. 4) Leadership style has an influence and is significant on employee performance. This means that leadership style has an effect on improving employee performance. 5). Organizational culture has a positive and significant effect on employee performance. This means that the higher the level of organizational culture, the higher the employee performance.

Keywords: work life balance; leadership style; organizational culture; employee performance

1. INTRODUCTION

The most crucial aspect of a company's performance is its human resources (HR), yet Indonesian HR still has a number of issues, including low productivity, low education levels, poor English proficiency, and a lack of skills and competence. That is insufficient, so serious consideration must be given to raising the caliber of human resources. Human resources function as workers in a plywood factory who must have the right expertise for the industry to proceed successfully. They are the driving factor behind management tasks. Realizing the vision and mission of the plywood factory is the primary goal of forming the company. The management of the organization must prioritize raising employee performance in order to do this. Employees will be able to fulfill their duties in this way effectively and efficiently. The three independent variables of work-life balance, leadership style, and organizational culture all support the achievement of these objectives for improving employee performance. Companies must establish a work-life balance since it is impossible to divorce the success of an organization from a pleasant working environment. Because a healthy work-life balance helps employees maintain a decent balance between their personal and professional lives. Work-life balance can help employees develop a sense of loyalty to the business so they will be willing to contribute to its success.

Companies must be conscious of their responsibilities in preventing employees from working so hard that it interferes with their personal lives, worsens health issues, or increases workplace stress, all of which can have an influence on employee morale, productivity, and job satisfaction. Satisfied employees will feel happy working for the company and will have a great work-life balance, according to (Wijaya & Eppang, 2021). An improper work-life balance poses a severe threat to employee welfare, particularly for workers and businesses, claim (Wulandari & Hadi, 2021). According to research from (Harbi, 2020; Suyatno & Ali, 2022; Wulandari & Hadi, 2021), work life balance has a positive and significant impact on employee performance. While research findings and other submissions from (Rene & Wahyuni, 2018; Foanto et al., 2020), which found that work-life balance has an impact on employee performance but is not significantly affecting it, and (Herlambang & Murniningsih, 2019), which found that work-life balance has a detrimental impact on employee performance, contradict each other.

Plywood Factory, a company that works in the plywood industry and produces and sells plywood, also carries out its management responsibilities. As we all know, management responsibilities include parts of planning, organizing, and directing. The company needs a person who can help it move in a better direction by coming up with fresh ideas for strategies that will help it achieve its objectives. In order to achieve these goals, management of the company needs a person who can steer it in a better path by coming up with fresh approaches that will help it achieve its vision and mission. This person can be a leader who operates in a business effectively and efficiently. The performance of the company will increase with a leader's dependability, which will be good for all human resources working in the plywood factory. The management style of an employee's superiors can determine whether or not they are effective at their jobs. Research from (Jayanti & Wati, 2019; Kalambayi et al., 2021; Suyatin, 2019; Widjaja et al., 2019; Alamanda et al., 2022; Ali Larik & Karim Lashari, 2022; Sari & Fuadati, 2022) demonstrates the influence of leadership style on enhancing employee performance. Leadership style has a positive and significant impact on employee performance. While the research findings with other viewpoints presented by (Poluan, 2018) obtained the conclusion that leadership style has no discernible impact on employee performance.

In a plywood industry, the work system, which is also known as the work culture, must always be adaptive. Because organizational culture is crucial to an organization, particularly in establishing the policies it adopts, it can have an impact on the workplace, which is expected to transform the current system into one that is more productive. It's not just about how interactions are formed in society, culture may also develop in a firm whose system is in accordance with the work habits set by a corporation. A motivated group of people creates an organization's culture, which has a big impact on performance. The norms, values, and practices that shape how people behave, communicate, and think are collectively referred to as culture. High-quality performance will result from all these elements (Gultom, 2014). Employees must strive to sustain the organizational culture in order to create a corporate identity and consider the organization's aims. According to the study's findings, organizational culture has the greatest impact on employee performance (Andriani, 2016); however, other researchers disagree (Soegoto2 & Sumaraw, 2015; Magfiroh, S. H., 2021). They claim that organizational culture has neither a positive nor a negative impact on employee performance. One plywood factory, situated in Bua District, Luwu Regency, South Sulawesi Province, is one of the country's more advanced producers and marketers of plywood. The largest plywood manufacturer in South Sulawesi is PT. Sumber Graha Sejahtera (SGS) Luwu, as is well known. The community in Luwu Regency also receives income from this factory. Old machines make it challenging for businesses to stay up to date on industry developments, and this is especially true of old employees, especially parents. As a result, when there is a shortage of wood from the forest, the domestic plywood industry wastes raw materials. The difficulty in obtaining raw materials for logs, which results in production below installed capacity, is one of the problems the Indonesian plywood sector faces. Every organization's human resources (HR) division must take the lead in raising human resource standards in order to meet

upcoming industry challenges. HR must enroll in more comprehensive vocational education and training programs in order to fulfill the requirements for skills upgrading. The purpose of this research is to examine "the effect of work-life balance, leadership style, and organizational culture on employee performance" based on descriptions of the phenomena stated above as well as the reasons for theoretical gaps, gaps in prior research, and those reasons themselves.

2. THEORETICAL FRAMEWORK AND HYPOTHESIS FORMULATION

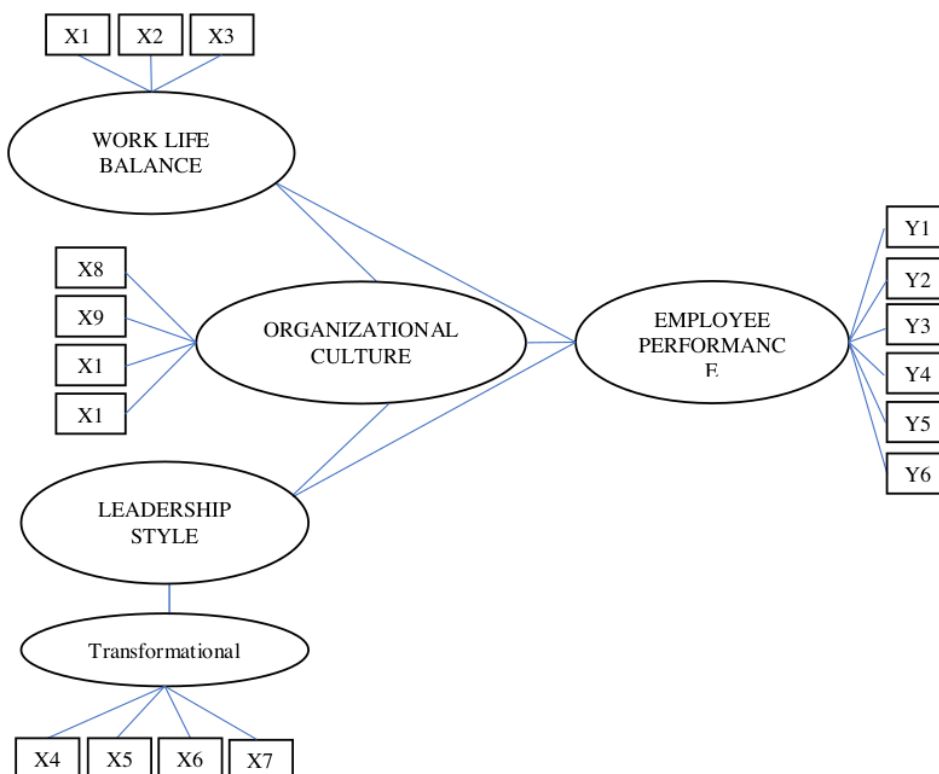


Figure 1: Research Model

Work life balance and Organizational Culture.

According to research findings from (Irsyad et al., 2022), work-life balance and organizational culture significantly affect employee performance, with a proportion of 70.5% as the result of the analysis. Employee performance is partially impacted by company culture and work-life balance, respectively, by 18.87% and 51.63%. Research (Rijanti et al., 2021) supports the conclusion that the presence of a corporate culture offers helpful assistance for work-life balance. With flexible working hours, employees are free to balance employment with other commitments including family, hobbies, the arts, and academics. One of the defining characteristics of work-life balance in Japanese organizational culture is the commitment of employees and their concern for others.

Hypothesis 1: Work life balance has a positive and significant effect on organizational culture.

Work life balance and employee performance.

Work-life balance is another element that affects performance. A strong work-life balance is characterized by employees feeling able to balance their personal and professional lives,

according to (Frame & Hartog, 2003; Moore, 2007). According to the study's findings (Lukmiati et al., 2020), employee performance is positively and significantly impacted by work-life balance. This suggests that as more people manage to balance their personal and professional life, worker performance will rise. This is consistent with study (Tristiana Rijanti, 2021) that demonstrates the favorable and considerable impact that work-life balance has on employee performance.

Hypothesis 2: Work life balance has a positive and significant effect on employee performance.

Leadership style and organizational culture.

Research frequently shows that transformational leaders' actions have a significant influence on organizational culture. According to (Bass & Avolio, 1993), business founders frequently shape their organizations' cultures. (Titioka & Siahainenia, 2019), which investigates the impact of organizational commitment and performance on leadership style, organizational culture, and organizational commitment. Leadership style, organizational commitment, and performance were all found to be significantly positively correlated. (Schein, 2010) asserts that culture generates leaders, whereas leaders create culture. (Yukl, 2010) highlighted the need of organizational leaders having strong abilities to nurture and implant the five key systems of organizational culture, namely, caring, crisis response, exemplary, award distribution, and selection and dismissal criteria. The findings of his research, according to (Kartini & Rustanto, 2018), indicate that leadership style has a positive and significant influence of 3.50% on organizational culture. Additionally, there is a strong relationship between company culture and leadership style.

Hypothesis 3: Leadership style has a positive and significant effect on organizational culture.

Leadership Style and Employee Performance.

According to research (Mohamed et al., 2018), transformative leadership plays a significant part in raising employee performance. According to (Fakhri et al., 2020), transformational leadership has a significant impact on employee performance, whereas transactional leadership has little impact and is unimportant for employee performance. According to Fakhri et al. (2020), transformational leadership places a high priority on employees' personal development and encourages excitement and optimism for their work. The transactional leadership style places more emphasis on attaining goals based on the exchange principle, which could be detrimental over time.

Hypothesis 4: Leadership style has a positive and significant effect on employee performance.

Organizational Culture and Employee Performance.

Organizational culture has been linked to improved employee performance in a number of studies, including those by (Muis et al. 2018; Syardiansah et al. 2020). Additionally, according to research by Rivai (2020), statistical analysis reveals that corporate culture has a favorable and significant impact on worker performance.

Hypothesis 5: Organizational culture has a positive and significant effect on employee performance.

3. RESEARCH METHOD

The impact of work-life balance factors, leadership style, and organizational culture on employee performance will be studied in a number of Indonesian plywood industries, with a particular focus on the South Sulawesi Province, specifically the location at Jl. A. Maradang, Barowa Village, Bua District, Luwu Regency. The author employs a sort of quantitative research that takes aims into account, namely testing theoretical hypotheses, establishing facts, demonstrating linkages and influences between variables, elucidating statistical descriptions, and

interpreting and predicting outcomes. Statistical data or data coding are two more types of data that academics employ. This information is given as an interval scale and is in the form of operationalized data. All of the staff members at PT. Sumber Graha Sejahtera (SGS) Luwu make up the study's population. Additionally, 200 responders make up the sample that will be employed by researchers when they use a questionnaire to gather data. The survey will be used by researchers to gather data on the ground as a research tool or data gathering tool. In this study, the Structural Equation Model (SEM) approach will be applied.

Table 1: Variable Operational Definition

DRAFT	VARIABLE	INDICATOR
Being able to fulfill duties at work while maintaining a healthy balance in one's personal life outside of work is one definition of work-life balance (Anik Nur Kholifah et al., 2020).	Work Life Balance (McDonald et al., 2005) in (Suhartini, 2021).	Time balance The balance of engagement Satisfaction balance
According to Robbins (2015), organizational culture is a collective vision of a system shared by its participants (Tiyanti et al., 2021).	Organizational culture (Umi, et al. 2015: 03) in (Agung et al., 2022).	Norm Dominant value Rule organizational climate
The way a leader acts, thinks, and feels affects the attitudes, behaviors, and feelings of their team members or their subordinates (Mohamed et al., 2018).	Leadership Style (Robbins, 2006) in (Tampi, 2014).	Charisma Inspiration Stimulation Individual considerations
The outcome of an employee's labor in carrying out their tasks in accordance with the duties allocated to them is their performance. Quantity and quality of work are measured (Sapitri & Pancasasti, 2022).	Employee performance (Bernardin & Russel, 1993) in (Rofaida, 2005).	Quality Quantity punctuality cost effectiveness need supervision coworker relationship

4. RESULTS AND DISCUSSION

Work-life balance and transformational leadership have an 81% impact on corporate culture, according to the value of the coefficient of determination (R-square). Then, 93% of employee performance is influenced by work-life balance, transformational leadership, and company culture. Additionally, hypothesis testing is done to demonstrate whether work-life balance and a transformational leadership style have an impact on company culture and what it means for employee performance. The data outcomes show that work life balance is significant and influences organizational culture in the plywood industry at PT. Sumber Graha Sejahtera (SGS) Luwu, South Sulawesi, based on the findings of data processing utilizing the SEM analysis method through the Amos 26 application. The time balance, involvement balance, and satisfaction balance are the three (three) indicators that make up the work-life balance variable.

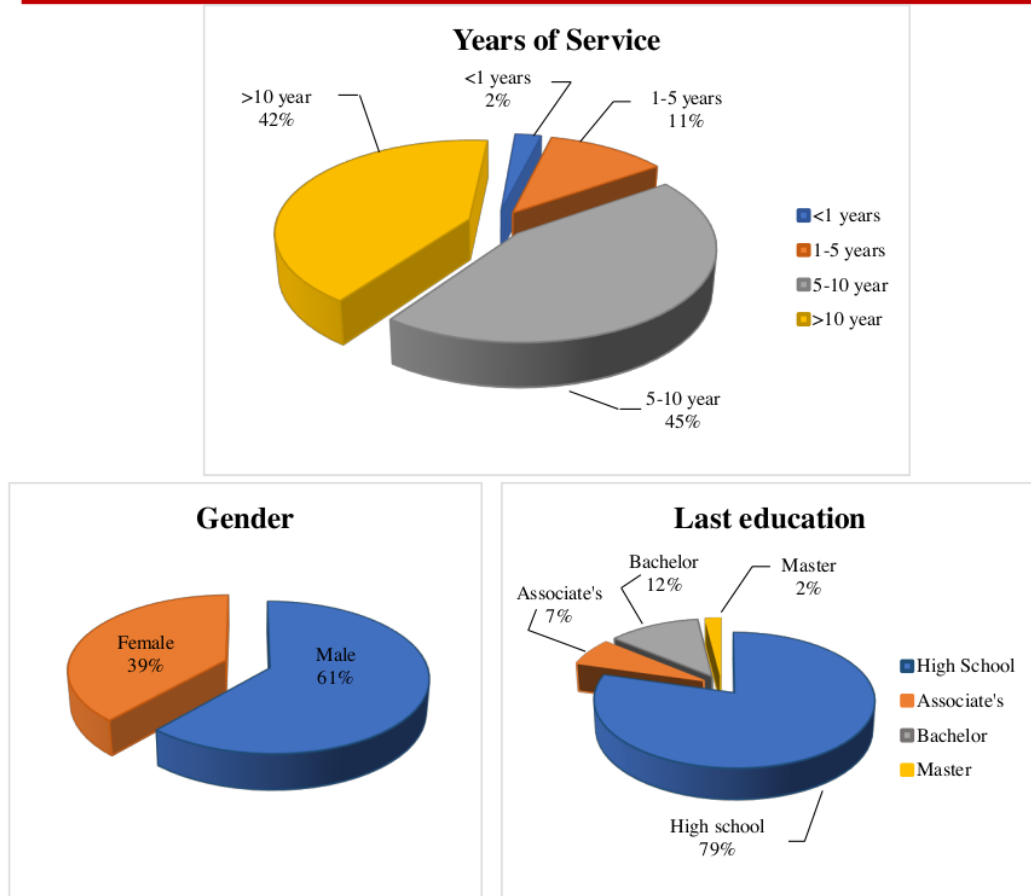


Figure 2: Characteristics of Respondents

Table 2: Hypothesis test results

Structure	Path	Path Coefficient	t statistics	P-value	R-Square
First	WLB→OC	-0.743	-5.665	0.000**	0.81
	LS→OC	1.542	11.714	0.000**	
Second	WLB→EP	0.356	3.910	0.000**	0.93
	LS→EP	-.308	-2.449	0.014**	
	OC→EP	0.917	13.068	0.000**	

Note: ** statistically significant at the 5 percent.

WLB = Work Life Balance. LS = Leadership Style. OC = Organizational culture. EP = Employee Performance

Source: Processed data, 2022

With a coefficient value of -0.743 and a significance level of 0.000, the direct influence analysis results on the work-life balance variable on organizational culture variables are negative. The effect is significant because the t statistic is -1.652 and the p-value is 0.05. This conclusion is confirmed by research findings (Irsyad et al., 2022), which state that following analysis, it was determined that corporate culture and work-life balance have a considerable impact on employee

performance, with a percentage of 70.5%. Employee performance is partially influenced by organizational culture and work-life balance by 18.87% and 51.63%, respectively. Research (Rijanti et al., 2021) supports the conclusion that the presence of a corporate culture offers helpful assistance for work-life balance. With flexible working hours, employees are free to balance employment with other commitments including family, hobbies, the arts, and academics. Some characteristics of work-life balance in Japanese business culture include employee dedication and care for others.

4 (four) markers of leadership style were included in this study as an independent variable (X2): charisma, inspiration, intellectual stimulation, and individual consideration. According to the examination of statistically processed data, there is a considerable and positive impact of leadership style on organizational culture. This demonstrates that organizational culture plays a greater role in each plywood industry in Luwu Regency the more influence each plywood industry has over leadership style, and vice versa, if the organizational culture of an industrial company plywood is more influenced by leadership style than it is by employees. The findings of this study are also in line with research by (Titioka & Siahainenia, 2019), who examined how organizational commitment and performance are influenced by leadership style and culture. Leadership style, organizational commitment, and performance were all found to be significantly positively correlated. (Schein, 2004) asserts that culture generates leaders, whereas leaders create culture. (Bass & Avolio, 1993) assert that firm founders frequently shape organizational cultures. Work-life balance is important and has a beneficial impact on employee performance in the plywood industry in Luwu Regency, according to the findings of statistical data analysis research. This may suggest that employee performance in the plywood business in Luwu Regency increases as work-life balance becomes more ideal, and that, in contrast, employee performance decreases as work-life balance becomes less ideal. Performance is also influenced by factors such as work-life balance. (Frame & Hartog, 2003; Moore, 2007) define a good work-life balance as an environment where employees feel able to balance work and personal obligations. (Lukmiati et al., 2020), who assert that work-life balance has a favorable and significant impact on employee performance, support the findings of this study. This suggests that as more people manage to balance their personal and professional life, worker performance will rise. This is consistent with research (Arifin & Muharto, 2022; Rijanti et al., 2021) that demonstrates the favorable and significant impact that work-life balance has on employee performance. According to the findings of the statistical analysis of the research data, the transformational leadership approach significantly affects the output of employees in the plywood industry in Luwu Regency, South Sulawesi Province. This demonstrates that the leadership style used in the plywood business in South Sulawesi Province's Luwu Regency affects employee performance, and vice versa: the worse the impact of the transformational leadership style used in the plywood industry, the worse the employee performance. The findings of this study support research (Humphreys, 2002) that demonstrates the critical impact that transformational leadership plays in raising employee performance. Additionally, it was discovered that transformative leadership affects employee performance (Bono & Judge, 2003). According to research (Bono & Judge, 2003), performance was evaluated from a variety of angles, and it was determined that transformational leadership will always have an impact on employee performance.

Transformative leadership has a greater effect on employee performance than transactional leadership, according to (Bass et al., 2003). According to (Bass et al., 2003), transformational leadership strongly emphasizes employee personal growth, motivates them to act and think creatively to solve problems and accomplish organizational goals and objectives, and fosters enthusiasm and optimism in the workplace to ensure employee performance. In contrast, the transactional leadership style, which may even have negative long-term repercussions, focuses more emphasis on targets based on trading principles. The performance advantages of a strong leadership style have a major impact on how leadership style affects workforce productivity, according to studies (Shea, 1999). According to the study's results

(Yammarino et al., 1993), transformational leadership affects employee performance more significantly than transactional leadership.

The 4 (four) characteristics that make up organizational culture as an independent variable (X3) in this study are norms, dominant values, rules, and organizational climate. According to the examination of statistically processed data, organizational culture in the plywood sector in Luwu Regency, South Sulawesi Province, has a favorable and significant impact on employee performance. This demonstrates that employee performance in each wood industry is higher the more organizational culture influence there is. Numerous studies have found a connection between organizational culture and employee performance, with one of them (Regen et al., 2021) concluding that organizational culture has a favorable and significant impact on employee performance. Additionally, according to research by (Winarsih & Hidayat, 2022), statistical analysis demonstrates that organizational culture significantly affects employee performance. At a significant level ($\alpha=0.05$), the relationship between organizational culture and employee performance is shown to be t count = 4.302. It finds out that the relationship between t count and t table, or 4.302 and 1.703, is positive and significant, indicating that company culture affects employee performance

5. CONCLUSIONS AND SUGESSTION

In this study, various conclusions were made based on the analysis of data collected through the distribution of questionnaires and processed using the AMOS 26 program, including the finding that work-life balance has a substantial impact on corporate culture. This indicates that as the organizational culture is implemented in each employee's behavior and attitudes within the plywood industry in Luwu Regency, South Sulawesi Province, the quality of the workers' lives will also improve. Organizational culture is positively and significantly impacted by leadership style. In other words, the organizational culture in the plywood sector in Luwu Regency, South Sulawesi Province, is higher the higher the level of leadership style. Employee performance is positively and significantly impacted by work-life balance. In other words, a better work-life balance will make employees happier, and a happier workforce will be more productive and deliver better results in the plywood sector in Luwu Regency, South Sulawesi Province. Employee performance is influenced by and significantly affected by leadership style. In other words, Luwu Regency in South Sulawesi Province's plywood sector can perform better thanks to effective leadership. Employee performance is positively and significantly impacted by organizational culture. In other words, the plywood industry in Luwu Regency, South Sulawesi Province, performs better when organizational culture is at a higher level.

Setting realistic goals can help you manage the plywood business in Luwu Regency, South Sulawesi Province, and will improve employee performance by allowing you to balance work and family life. Therefore, setting appropriate targets by management will be much better. Managers implicitly demand that employees sacrifice their personal life in order to attain unrealistic targets. Simply choose a task that can be completed by the deadline. The transformational leadership style adopted by the plywood industry must be studied more seriously in its application in every plywood industry, because it does not only affect work culture but also employee performance, where these two things are the company's main goal to survive and exist in the midst of increasingly fierce competition. Every plywood industry has a work-life balance that must be optimized for its application in that company because the advantages are not only for work culture within the organization but also for employee performance in the future, where these two things are the company's main goals to survive and exist in the midst of increasingly ferocious competition in the plywood industry. Because the effect is not only on work culture but also on employee happiness working in industrial plywood companies, the leadership style used by each

plywood industry in attaining the aim so that employee performance may be enhanced must be analyzed more thoroughly. These two things are the company's main objectives from the plywood industry in order to be able to survive and exist in the face of increasingly ferocious competition. The organizational culture used by the plywood industry must be the focus of attention in its implementation because the effect is not only on work culture but also on employee performance, where these two things are the company's main goal to survive and exist in the face of increasingly.

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PAGE 1

PAGE 2

PAGE 3

PAGE 4

PAGE 5

PAGE 6

PAGE 7

PAGE 8

PAGE 9

PAGE 10

PAGE 11
