Influence Of Work Life Balance And Work Environment On Employee Performance PDAM Tirta Bukae North Luwu

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ABSTRACT

Purpose: *This study aims to analyze the influence of work life balance and work environment on employee performance at PDAM Tirta Bukae, North Luwu.* **Methodology:** *This study employed a quantitative approach, with a population of 70 employees and a saturated sampling technique. Data collection was conducted using a questionnaire focusing on aspects of work-life balance, work environment, and employee performance. Data analysis was performed using multiple linear regression, validity tests, reliability tests, and hypothesis testing.* **Results and Findings:** *The results of the study indicate that both work-life balance and the work environment have a significant positive effect on employee performance. Work-life balance, which involves employees' ability to manage work responsibilities and personal life, has been shown to increase productivity and job satisfaction. A conducive work environment, including adequate facilities, effective communication, and supportive policies, also plays a significant role in improving employee performance. This study also confirmed that work-life balance and the work environment simultaneously influence employee performance by 78.7%.* **Novelty and Originality:** *This research brings novelty by shifting the focus from the private sector to the public service sector, namely PDAM Tirta Bukae Luwu Utara, which has different organizational characteristics, work culture, and managerial structure from private companies.* **Conclusion:** *This study concludes that Work Life Balance and work environment have a significant effect on the performance of PDAM Tirta Bukae North Luwu employees. A good Work Life Balance improves employee performance, as does a conducive work environment. Simultaneously, both variables play an important role in improving employee performance.* **Type of Paper:** *Empirical research article.*

INTRODUCTION

Human resources (HR) is one of the fundamental elements that determine the success of an organization, including regional companies such as PDAM Tirta Bukae Luwu Utara. The existence of high-performing human resources is key in achieving operational efficiency and organizational targets (Nugraha et al, 2019). In the context of increasingly complex global competition, companies

are required to be able to maintain and improve their competitiveness through optimizing the role of employees. This is in line with the statement of (Ketut patra et al., 2018) that almost all operational activities are carried out by humans, so the quality of HR greatly affects the effectiveness of the organization as a whole. Therefore, company management needs to pay serious attention to factors that can support improved employee performance, including work-life balance and a conducive work environment.

Work-life balance is defined as an individual's ability to manage and balance work responsibilities with personal and family life (Gragnano et al., 2020) . Employees who are able to maintain this balance tend to have higher levels of job satisfaction, feel happier, and show greater creativity (Badrianto & Ekhsan, 2021). The results of research by (Haar et al., 2019) conducted in seven countries showed that work-life balance has a positive impact on job satisfaction, life well-being, and mental health. Conversely, excessive workload and lack of time for personal life can reduce motivation, cause stress, and even have a negative impact on productivity. In the context of PDAM Tirta Bukae Luwu Utara, the high workload faced by employees has the potential to disrupt the quality of their personal lives, thereby affecting performance at work.

Apart from work-life balance, the work environment is also an important factor that can affect employee performance. A good work environment includes physical, social, and psychological aspects that support work comfort and effectiveness (Saharuddin, 2020). Physical conditions such as lighting, cleanliness, and completeness of facilities, as well as social relationships between coworkers and superiors, contribute to employee motivation. Research conducted by (Feriandy, 2024) states that work motivation is the main connecting path-a supportive environment increases motivation, which then drives performance. Conversely, an unsupportive work environment, such as inadequate facilities and ineffective communication, can trigger work stress and lower morale (Ahmad Rifa et al., 2023) . This is a serious concern at PDAM Tirta Bukae North Luwu, considering that this company has a vital role in providing clean water to the community.

The problem raised in this research is based on the reality that occurs in the field, namely that many employees of PDAM Tirta Bukae North Luwu face difficulties in managing the balance between work and personal life. This condition is exacerbated by the high workload and lack of optimal work environment support. There are also conflicting research results regarding the effect of work-life balance and work environment on employee performance. For example, (Natakusumah et al., 2022) showed that work-life balance and work environment have a significant effect on performance, while (Wismawan & Luturlean, 2022) and (Agata et al., 2022) found that the effect was not significant. The differences in the results of this study indicate the need for further study, especially in the context of local government organizations such as PDAM Tirta Bukae Luwu Utara, which have not been specifically studied.

Based on the description above, the focus of this research is to analyze the effect of work-life balance and work environment on employee performance at PDAM Tirta Bukae Luwu Utara, both partially and simultaneously. The questions to be answered in this study include: (1) Does work-life balance have a significant effect on employee performance at PDAM Tirta Bukae North Luwu? (2) Does the work environment have a significant effect on employee performance? and (3) Do work-life balance and work environment simultaneously affect employee performance in the company?

This study aims to (1) determine the effect of work-life balance on employee performance, (2) analyze the effect of work environment on employee performance, and (3) examine the simultaneous effect of work-life balance and work environment on employee performance of PDAM Tirta Bukae North Luwu. The results of the study are expected to make theoretical and practical contributions in HR management, especially in creating policies that support work-family balance and create a healthy work environment.

Based on literature review, work-life balance is believed to have a significant influence on employee performance (Afiyani & Suhaeli, 2024) , as well as a comfortable and supportive work environment (Ronal & Siregar, 2019) ; (Idris et al., 2020) . The study by (Susanto et al., 2022) in the context of MSMEs in Indonesia, a study conducted by (Susanto et al., 2022) showed that life balance

and work environment support play an important role in increasing job satisfaction and employee performance. Therefore, the following hypothesis is proposed: H1: Work-life balance has a significant effect on the performance of PDAM Tirta Bukae North Luwu employees. H2: Work environment has a significant effect on employee performance of PDAM Tirta Bukae Luwu Utara. H3: Work-life balance and work environment simultaneously have a significant effect on the performance of employees of PDAM Tirta Bukae Luwu Utara.

Hypothesis Development
Work Life Balance
        Work Life Balance means an individual's ability to manage responsibilities between work and other aspects of life that are not related to work. It can be said that work life balance occurs when work and personal life run in balance (Ahmad Rifa et al., 2023).
According to (Afiyani & Suhaeli, 2024) An individual is fully involved in the performance he does to achieve a balance between work and increase awareness of the whole self system. This will affect employee performance, because this balance is very necessary. In other words, work-life balance has a positive and significant effect on employee performance therefore, when work-life balance is well maintained, employee performance results will increase and help achieve company goals.
        H1: It is suspected that work-life balance has a significant effect on the performance of employees of PDAM Tirta Bukae North Luwu.

Work Environment
        The work environment is an aspect that needs to be considered to determine the success of a company and employee performance (Ahmad Rifa et al., 2023). In addition, the work environment can be defined as the overall facilities and infrastructure around workers, such as lighting, quietness, cleanliness, and working relationships between employees (Saharuddin, 2020) The work environment includes various factors that surround employees as they carry out their activities every day. If the environment is supportive, then employee performance can increase. Research by (Ronal & Siregar, 2019) shows that work environment variables have a positive and significant effect on employee performance. This matter is caused by inadequate work environment conditions in the company, which can cause a decrease in employee performance. In other words, an uncomfortable work environment can result in decreased employee performance. Research (Idris et al., 2020) also suggests that the work environment has a positive and significant effect on employee performance.
        H2: It is suspected that the work environment has a significant effect on the performance of employees of PDAM Tirta Bukae North Luwu.

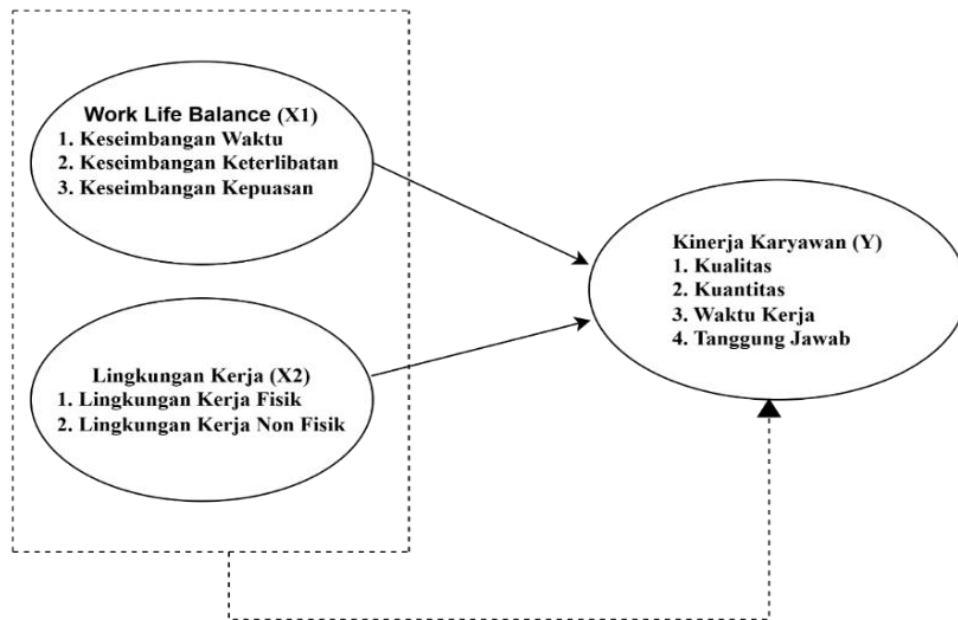**Employee Performance**
        Employee performance, according to (Lathiifa & Chaerudin, 2022) is a work achievement that can be seen and felt from work results, and must be recognized according to company standards, when employees get encouragement or motivation from the company, their performance can increase, this can be shown by appreciation when employees achieve company goals.
        Research by (Afiyani & Suhaeli, 2024) shows that work-life balance, work environment, simultaneously have a positive and significant effect on employee performance, this matter shows that if work-life balance, and the work environment, are applied appropriately, employee performance will increase, work-life balance is related to individual balance at work and increases overall self-awareness, while the work environment creates a harmonious atmosphere that supports communication between superiors and subordinates and between coworkers.
        H3: It is suspected that work life balance and work environment have a simultaneous and significant effect on the performance of PDAM Tirta Bukae North Luwu employees.

Research Framework

<p style="text-align:center">**Figure 1 : Research Framework**</p>

METHOD

Type of Research

This study uses a quantitative approach with the aim of knowing the effect of work-life balance and work environment on employee performance. The quantitative method was chosen because it is able to produce data that is objective, measurable, and systematic through statistical analysis (Arif Rachman et al, 2024) Quantitative rarch also allows testing the relationship between variables empirically using numerical data. The data collection technique was carried out through distributing questionnaires as the main instrument, which were distributed to all employees of PDAM Tirta Bukae North Luwu.

Population and Sample

The population in this study were all 70 employees of PDAM Tirta Bukae North Luwu, consisting of 13 female employees and 57 male employees. The research was conducted during the period December 2024 to January 2025. Because the population is relatively small and allows it to be fully reached, the sampling technique used is saturated sampling, which is a sampling technique by making all members of the population as research samples. By using this technique, all employees of PDAM Tirta Bukae Luwu Utara participated in the research, so that the results are expected to reflect the overall condition of the population and provide an accurate description of the phenomenon studied.

Data Collection Method

Data were collected through a closed questionnaire designed using a 1-5 Likert scale, with answer options ranging from strongly disagree (1) to strongly agree (5). The questionnaire instrument covered three main variables, namely work-life balance, work environment, and employee performance. Each indicator in the questionnaire was developed based on theory and findings from previous research, to ensure construct and content appropriateness. The collected

data were analyzed using SPSS software, which includes validiity test, reliability test, and hypothesis test (partial and simultaneous test).

Instrument Validation

Before distributing the questionnaire widely, a limited trial was conducted to a number of respondents to ensure the validity and reliability of the instrument. The validity test was carried out using the Pearson Product Moment correlation technique, while the reliability test used the Cronbach's Alpha value. The instrument is declared valid if the item correlation value> 0.30 and reliable if the Cronbach's Alpha value> 0.60. All items in the questionnaire have passed the validation process and are declared suitable for use in the main research.

Data Analysis Method

The analytical method used in this study is multiple linear regression analysis to test the effect of independent variables (X), namely work-life balance (X_1) and work environment (X_2), on the dependent variable (Y), namely employee performance. The regression model used is as follows:

$$Y = a + b1X1 + b2X2 + e$$

Description:
Y = Employee Performance
a = Fixed value
b1 = Work life balance regression coefficient
X1 = Work Life Balance
b2 = Work environment regression coefficient
X2 = Work Environment
e = Standard error

Hypothesis testing is done through partial test (t test) and simultaneous test (F test) to see the significance of the influence of each independent variable or simultaneously on employee performance. This analysis aims to prove the validity of the previously proposed hypothesis.

RESULTS AND DISCUSSION

Research results
Validity Test

According to (Husna et al., 2024) the validity test is a process to ensure that a proposal is considered valid or valid. This test can be done by measuring the correlation between the total variable score and the score of the relevant question items, to determine whether the questions in the questionnaire can show the metrics to be measured. This test is carried out statistically, the validity calculation is based on the comparison between the rcount and rtable values for df = n - 2, alpha = 5% (0.05), and the number of samples is known (n), (Husna et al., 2024).
1. If the rcount value> rtable value, then the data is declared valid.
2. If the rcount value < rtable value, then the data is declared invalid.

Table 1. Validity Test

Item	rHitung	Sig.	rTabel	Keterangan
X1.1	0.755	0.01	0.2352	Valid
X2.2	0.725	0.01	0.2352	Valid
X1.3	0.738	0.01	0.2352	Valid
X1.4	0.801	0.01	0.2352	Valid
X1.5	0.881	0.01	0.2352	Valid
X1.6	0.769	0.01	0.2352	Valid
X2.1	0.763	0.01	0.2352	Valid
X2.2	0.807	0.01	0.2352	Valid
X2.3	0.786	0.01	0.2352	Valid
X2.4	0.817	0.01	0.2352	Valid
X2.5	0.860	0.01	0.2352	Valid

Source: Primary data processed by researchers (2025)

From the table above, it shows that each question item of each variable is smaller than 0.05. Thus, the variables tested in this study can be used for validity and data quality tests, as shown by the data above. The calculated r value is greater than the r table value, and the significant value is less than 0.05.

Reliability Test

According to (Husna et al., 2024) the Cronbach's alpha value is used to assess the reliability of indicators related to certain variables. According to (Husna et al., 2024) , a value of> 0.60 is considered to indicate the level of reliability of a variable. By applying the Cronbach's Alpha coefficient formula, each variable can be considered accurate, reliable, and trustworthy. An Alpha Cronbach coefficient value of >0.60 indicates that the construct is reliable.

Table 2. Reliability Test

No	Variable	*Cronbach's Alpha*	Description
1	Work Life Balance (X1)	0.865	Reliable
2	Work Environment (X2)	0.877	Reliable
3	Employee Performance (Y)	0.903	Reliable

Source: Primary data processed by researchers (2025)

The table above shows that both variables, the independent variable (work life balance and work environment) and the dependent variable (employee performance) are declared reliable, this is because the Cronbach Alpha value is greater than 0.06.

Multiple Liear Regression Test

The collected data will be analyzed using SPSS statistical software. This indicates whether the independent variables affect the dependent variable simultaneously. For illustration, this study uses multiple linear regression models (Husna et al., 2024):

$$Y= a + b1X1 + b2X2 + e$$

Description:

Y = Employee Performance

a = Fixed value

b1 = Regression coefficient of work life balance

X1 = Work Life Balance

b2 = Regression coefficient of work environment

X2 = Work Environment
e = error

Table 3. Multiple Linear Regression

Model		Unstandardized B	Coefficients	Standardized	t	Sig
			Std. Error	Coefficients Beta		
1	(Costant)	1.792	1.253		1.430	.157
	Work Life Balance	.458	.094	.451	4.889	<.001
	Work Environment	.457	.086	.489	5.302	<.001

a. Dependent Variable: EMPLOYEE PERFORMANCE
Source: Primary data processed by researchers (2025)

The table above shows the resulting regression equation:

$$Y = 1.792 + 0.458X1 + 0.457X2$$

The above equation can be interpreted as follows:
a. The constant value of 1.792 shows that if the independent variables, namely work life balance (X1) and work environment (X2) are constant, then employee performance (Y) is obtained at 1.792 units.
b. The X1 regression coefficient value of 0.458 shows that if X1 (work life balance) increases by one unit and the value of X2 (work environment) is equal to zero, then employee performance will increase by 0.458 units.
c. The X2 regression coefficient value of 0.457 shows that if X2 (work environment) increases by one unit and the value of X1 (work life balance) is equal to zero, then employee performance will increase by 0.457 units.

Determination Coefficient Test (R2)
The contribution of the independent variable (X) to the variance of the dependent variable (Y) is calculated through the coefficient of determination (r2) test, where the coefficient of determination ranges between zero and one. As a result, an r2 value close to 0 indicates that the dependent (Y) and independent (X) variables do not have a strong relationship. On the other hand, an r2 value close to 1 indicates a stronger relationship between the independent variable and the dependent variable. As a result, the independent variable (X) can provide almost all the data needed to predict the dependent variable (Y) (Husna et al., 2024).

Table 4. Test Coefficient of Determination (R2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.891	.793	.787	2.15904

a. Predictors: (Costant), WORK ENVIRONMENT, EMPLOYEE PERFORMANCE
Source: Primary data processed by researchers (2025)

From the table above, the Adjusted R2 value of 0.787 indicates that 78.7% of Employee Performance can be influenced by Work Life Balance and Work Environment. This means that about

22.3% of the remaining variation cannot be explained, which may be due to external factors or other variables not included in this analysis.

Then, the Coefficient of Determination test shows a correlation coefficient that describes the influence between the dependent and independent variables. The (R) value of 0.891 shows a strong relationship between the X and Y variables.

T test

According to (Husna et al., 2024) the purpose of the t test is to gain an understanding of how much effect the independent variable has on the dependent variable. By checking the tcount and ttable values, this test is carried out at a significance level of 0.05 (a = 5%). The number of samples (n) and the number of independent and dependent variables are known, so the table formula is t = n - k. To determine the validity of the hypothesis, the following criteria are used:

1. The independent variable (X) significantly affects the dependent variable (Y), so H0 is rejected and H1 is accepted if t count> t table and significance value <0.05.

2. If t count < t table and significance value > 0.05, then H0 is accepted and H1 is rejected. This indicates that the independent variable (X) does not significantly affect the dependent variable (Y).

Table 5. T test

Model		Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig
1	(Costant)	1.792	1.253		1.430	.157
	Work Life Balance	.458	.094	.451	4.889	<.001
	Work Environment	.457	.086	.489	5.302	<.001

a. Dependent Variable: EMPLOYEE PERFORMANCE
Source: primary data processed by researchers (2025)

The table above shows the acquisition of the T test can be interpreted as follows:

a. T count of work life balance is 4.889. While the t table is 1.996. Because tcount> ttable, namely 4.889> 1.996 or sig t value <0.001 <0.05. This shows that the hypothesis is accepted.

H1: Work Life Balance has a significant effect on Employee Performance.

b. The t count of the work environment is 5.302 while the t table is 1.996. Because t count> t table, namely 5.302> 2.048 or sig t value <0.001 <0.05. This shows that the hypothesis is accepted.

H2: Work Environment has a significant effect on Employee Performance.

F test

Indicates whether the independent variables affect the dependent variable simultaneously. To perform the F test, the calculated F value is compared with the F table, and it is found that the significant value is <0.05. The formulas df1 = k - 1 and df2 = n - k are used to determine the Ftable value, where df is the degree of freedom, the number of sample variables, and the independent variables (Husna et al., 2024). Therefore, the F test criteria are:

1. H0 is rejected and H3 is accepted if F count> F table and significant value <0.05. This proves that the independent variables (X1 and X2) have a strong relationship with each other and have a significant effect on the dependent variable (Y).

2. Independent variables (X1 and X2) do not significantly affect the dependent variable (Y) when Fcount < Ftable and significant value > 0.05.

Table 6. F test

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	1.197.982	2	598.991	128.498	<.001[b]
	Residual	312.318	67	4.661		
	Total	1.510.300	69			

Dependent Variabel:Y
Predictors: (Costant), X2,X1
Source: primary data processed by researchers (2025)

The table shows that the F count is 128.498, while the F table value is 3.13. This shows that F count is greater than F table, which is 128.498 > 3.13 or sig F value <0.001 <0.05. So it can be concluded that variable X has a significant effect on variable Y simultaneously.
H3: Work Life Balance and Work Environment have a significant effect on Employee Performance simultaneously.

DISCUSSION
1. The Effect of Work Life Balance (X1) on Employee Performance (Y)
The results of the analysis using the multiple linear regression method show that the tcount value for work life balance (X1) is greater than the t table or the significance value is carried at the predetermined level This shows that employees' inability to manage work responsibilities and personal life can reduce their performance in the company, the imbalance can cause stress and lack of focus, which in turn affects productivity which can be caused by employees feeling balanced between work and personal life, and work does not interfere with family activities. This finding is in line with research (Natakusumah et al., 2022) which suggests that work life balance has a significant positive effect on employee performance at the borobudur temple tourism park. However, research conducted (Wismawan & Luturlean, 2022) shows that work life balance has no effect on employee performance.

2. Effect of Work Environment (X2) on Employee Performance (Y)
The results of the analysis using the multiple linear regression method show that the tcount value for Work Environment (X2) is greater than the table or the significance value is below the predetermined level. This shows that the Work Environment has a significant effect on Employee Performance, which is due to a comfortable work environment, adequate facilities, and company policies that support work balance. The work environment is an important factor that can increase employee comfort and productivity. This finding is in line with research conducted by (Idris et al., 2020) which suggests that the work environment has a positive and significant effect on employee performance. However, research conducted by (Agata et al., 2022) that the work environment partially has no effect on employee performance.

3. Simultaneous Effect of Work Life Balance (X1) and Work Environment (X2) on Employee Performance (Y)
The F test shows that the regression model as a whole is significant, with Fcount greater than Ftable and a significance value below the predetermined level. This indicates that Work Life Balance and Work Environment simultaneously have a significant effect on Employee Performance. This is due to the good quality of work, proactive attitude in solving problems, satisfaction with work, which is important in employee performance which can then have a positive effect on achieving

company goals. This finding is in line with research by (Mardiana Mardiana et al., 2023) which suggests that the two variables, when analyzed together, have a significant effect on employee performance.

CONCLUSION

Based on the results of data analysis and hypothesis testing, it can be concluded that all hypotheses in this study are accepted. First, work-life balance has a significant effect on the performance of PDAM Tirta Bukae North Luwu employees. This shows that the balance between work life and personal life makes a positive contribution to improving employee work performance. Second, the work environment also has a significant influence on employee performance. A conducive work environment, characterized by adequate facilities, effective communication, and harmonious working relationships, is proven to be able to encourage employee motivation and productivity. Third, simultaneously, work-life balance and work environment have a significant effect on employee performance, which means that these two factors complement each other and together play an important role in creating optimal performance in the work environment of PDAM Tirta Bukae North Luwu.

This research has several limitations that need to be considered. First, the research was only conducted at one agency, namely PDAM Tirta Bukae North Luwu, so the results cannot be widely generalized to other organizations or sectors. Second, the limited number of respondents of 70 people using saturated sampling techniques can limit the variety of data obtained. Third, the approach used in this research is purely quantitative, without being complemented by qualitative methods that can provide a deeper understanding of the conditions and dynamics in the field.

From the results of this study, there are several practical implications that can be applied. The management of PDAM Tirta Bukae Luwu Utara is expected to pay attention to the importance of work policies that support work-life balance, such as flexibility in working hours, workload management, and support for employee mental health. In addition, the company also needs to improve the quality of the work environment, including the provision of adequate work facilities, the creation of a comfortable work atmosphere, and strengthening communication between superiors and subordinates. The implementation of training and human resource development programs that focus on employee welfare can also increase work productivity.

For future research directions, it is recommended to add other variables that can act as mediation or moderation, such as job satisfaction, job stress, or employee engagement, in order to gain a more comprehensive understanding of the relationship between variables. Future research can also be conducted using a mixed methods approach to combine the strengths of quantitative and qualitative data. In addition, expanding the research location to other organizations or sectors can increase the generalizability of the results of this study.

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