

The Importance of the Work Environment as a Mediation on Employee Performance: Affected by Work Life Balance

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Abstract

In today's business world, many companies experience several obstacles in their business, especially in the world of animal feed business activities. And the prospect of the 2021 poultry industry cannot be separated from the condition of economic fundamentals, as stated by the Government and also Bank Indonesia (BI), which previously experienced a decline, it is hoped that there is optimism that the economy will recover in the second quarter of 2021, growing 5 percent, while BI's projection is around 4.8-5.8 percent. However, the Indonesian economy has not been able to fully recover, the movement of the economy still depends on its human resources in carrying out its business activities, and also there are problems within the company, such as the workload given by the company to employees and the supervision of their work in operations. Companies in general have a goal to earn operating profits and strive to maintain and develop the viability of the business itself. HR is very necessary in this case to support employee performance so that it remains on the corridor to achieve organizational goals. This study uses a quantitative approach that has a population of all employees and the sample is 75 respondents, which is called a saturated sample. In this study the results show (1) there is a significant effect of Work Life Balance (X1) on employee performance (Y); (2) there is a significant effect of Work life Balance on the Work Environment (Z) on employee performance (Y); (3) there is a significant influence of the Work Environment (Z) on employee performance; (4) Work Life Balance can improve employee performance directly and preferably through the Work Environment as a mediating variable.

Keywords

work life balance; work environment; employee performance



I. Introduction

In today's business world, many companies experience several obstacles in their business, especially in the world of animal feed business activities. And the prospect of the 2021 poultry industry cannot be separated from the condition of economic fundamentals, as conveyed by the Government and also Bank Indonesia (BI), which previously experienced a decline, it is hoped that there is optimism that the economy will recover in the second quarter of 2021. It grows 5 percent, while BI's projection is around 4.8-5.8 percent, but the Indonesian economy has not been able to fully recover, the economic movement still depends on its human resources in carrying out its business activities, and also there are problems within the company, such as the workload given by the company to employees and supervision of their work at the operation company.

Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human

resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

Every organization or company is not only faced with domestic competition but is a threat from foreign companies. Companies in general have a goal to earn operating profits and strive to maintain and develop the viability of the business itself. HR is needed in this case to support employee performance so that stay on the corridor to achieve organizational goals, as stated (Soelistya, 2017) says HR needs attention and improvement in operational activities in the organization to achieve its goals, and that too is supported by (Pramundi & , Mochamad Mochklas, 2021).

The animal feed industry in 2017-2019 showed indications of a decline in company performance, this is shown by the declining trend of achieving production targets, as shown in table 1;

Table 1. Production Data

Target Achievement Trend		
2017 to 2019		
Year	Targets (Tons)	Achievements (Tons)
2017	4800	4823
2018	4850	4790
2019	4900	4830

This condition is suspected by the researchers because the current company employee performance is not optimal, the following issues are adjusted with the opinions submitted by (Kasmir, 2016) and (Suharyanto, 2019). And one of several efforts to maximize worker performance is through optimizing the good work that is given to employees as stated by (Dafit et al., 2021)

Another problem with decreasing performance is that the work life balance given to employees, such as his opinion (Herlambang, 2019) is still not optimal and balanced. Problems can occur if employees fail to provide a balance between working time with personal and family life, therefore employees need to have a good work life balance or called work life balance (Widiati, 2019) ; (Mardiani & Widiyanto, 2021). (Saina et al., 2016) explains that work life balance is a balance between a person's personal life to carry out a role as an individual who has two roles, namely roles for work life and personal life (family, friends, and culture).

Individuals who have a good work life balance can help make them more productive in their personal and career lives. (Prasetyo, 2020) work life balance is a concept that supports workers' efforts to divide time and energy between work and other important aspects of life and can also be seen from the results of research (Mendis & Weerakkody, 2017) concluding that work life balance has a positive and negative effect on significant impact on employee performance in telecommunications industry companies in Sri Lanka. The following opinion is supported by the results of research conducted by (Dina, 2018) and research (Lukmiati, 2020); (Lukmiati, 2020); (Hikmah & Lukito, 2021)

II. Review of Literature

2.1 Work Life Balance on Employee Performance

The balance between work and personal life is known as work-life balance (Drajat, 2020) and this is also supported by his opinion (Korpunen & Nápravníková, 2007) which states that work-life balance is a condition in which an individual is able to balance his or her life. Demands targets, attitudes and time in working without compromising the quality of his personal life, while (Soetjipto et al., 2021) Performance is a result obtained by a company or organization both profit-oriented and non-profit oriented or social in nature which is the result at a certain period of time by employees, meanwhile a statement by (Agustina & Soelistya, 2018) said that performance is the result of work both in quality and quantity achieved by a worker, with good working time

It can be concluded that work life balance can affect employee performance so that employees will be more comfortable if the workload given can be balanced with personal time.

H1: Effect of Work Life Balance on Employee Performance

2.2 Work Life balance Towards the Work Environment

(Sofyan, 2013); (Murti & Srimulyani, 2013) work life balance are a balance between a person's personal life to carry out his role as a individual which has two roles, namely the role in work life and personal life (family, friends, also culture) and the work environment is all conditions that exist in the work location environment, can have an influence on employees either directly or indirectly (Sedarmayanti, 2012); (Cahyanti, 2020) and it can be stated that work is all the problems that exist in the environment work when doing their job, both physically formed nor non-physical, directly or indirectly that can have an impact on self and work.

H2: Effect of Work Life balance Towards the Work Environment

2.3 Work Environment on Employee Performance

(Murti & Srimulyani, 2013); (Senata et al., 2014) the company's work environment can be interpreted as a whole factor external factors that can influence their activities. The work environment is all conditions that exist in the work location environment, which can have an influence on employees either directly or indirectly, both physically and mentally. Or non-physical, directly or indirectly that can have an influence on oneself, while ((Aslam et al., 2013), also (Warindra et al., 2021); (Efendi et al., 2021) say performance are the result of work and individual work attitudes over a period, generally calculated as a calendar year with a good environment, while (Sahbuddin, 2016) states that the working relationship that exists has a very strong psychological impact on workers.

And it is concluded that a good work environment can affect employee performance and it will be more comfortable if the organization notice condition environment the good one

H3: Effect of work environment on employee performance

2.4 Work Life Balance against Employee Performance through the Work Environment

Work life balance was proposed by (Kembuan et al., 2021); (bin Saleh, 2015) are a concept that supports workers' efforts to divide time and energy between work and other important aspects of life. And (Warindra et al., 2021); (Fitrianti, 2017) said that the work environment can be classified into 2 types, the social work environment and the physical work environment and the benefits it provides got cause working with individuals who

have motivation, namely the work can be completed appropriately, meaning that the work is completed according to the correct standards and on a set time scale as stated by (Soelistya, 2017) in work various From this opinion, a conclusion can be drawn that performance is the result of work and work attitudes of an individual both in quantity and quality related to organizational goals in a certain period.

H4: Effect of Work Life balance against employee performance through work environment mediation

2.5 Conceptual Framework

Based on theory and relationships variable then skeleton conceptual could depicted as follows:

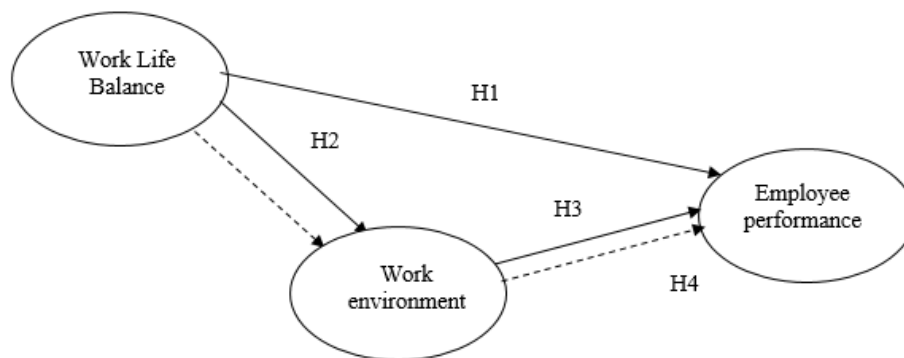


Figure 1. Conceptual Framework

III. Research Method

3.1 Research Design

Research on the effect of work life balance on employee performance with the work environment as a mediation uses a quantitative approach. The definition of the quantitative method is research data in the form of numbers and analyzing data using statistical procedures, while the purpose of the following research is causality research which has the aim of examining the relationship between the variables to be studied (Sugiyono, 2013).

3.2 Population and Sample

(Fatihudin, 2015) Population is all aspects or elements that will be examined from the results of counting or measuring quantitatively or qualitatively about a complete and clear collection of objects. The respondents used in this study were 75 respondents.

3.3 Data Analysis

(Sholihin & Ratmono, 2021) Data analysis is to decompose everything into a smaller component in order to know the dominant component, make comparisons between one component using other components, and make comparisons of one or several components as a whole. Data analysis techniques are used to provide answers to formulation problems or testing hypotheses that have been formulated. Data management in the following research utilizes SmartPLS 3 Software.

IV. Results and Discussion

4.1 Partial Least Square (PLS) Model Schematic

In the following research, hypothesis testing uses analytical techniques using the Smart PLS 3.0 program, and can be seen in the schematic model of the PLS 3.0 program tested in Figure 2:

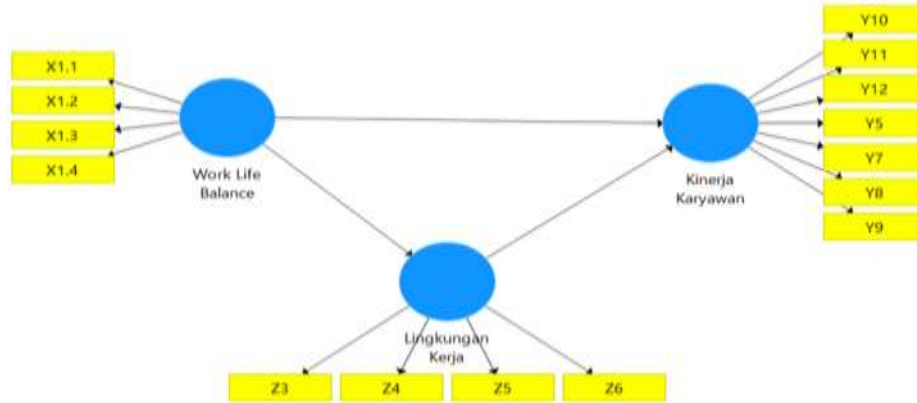


Figure 2. PLS Model Schematic

4.2 Evaluation Measurement (Outer) Model

Based on the results of the PLS analysis with the PLS Algorithm to test the validity and reliability, the coefficient of model determination and the path coefficient for the equation model, below is the image generated based on the output of the PLS Algorithm Smart PLS, which can be observed in Figure 3 below:

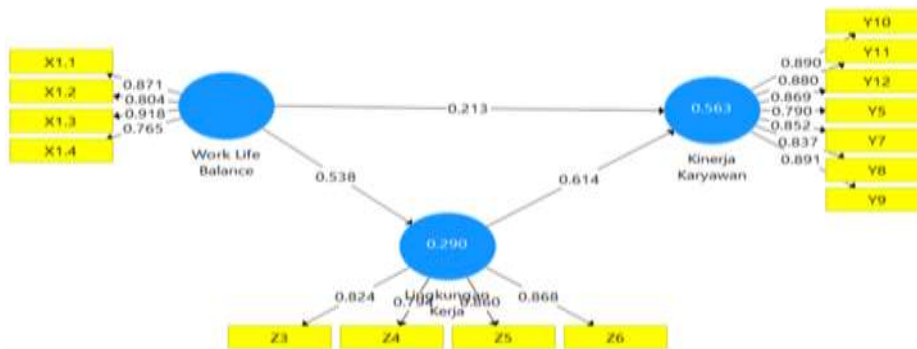


Figure 3. PLS Model Schematic

4.3 Convergent Validity

Convergent validity Based on the measurement model using reflexive indicators, observations can be made based on the correlation between item scores or indicators with construct scores.

Table 2, it can be observed that each indicator of the research variable has an outer loading value of more than 0.7 (Latan & Ghazali, 2016) an outer loading value between 0.5 - 0.7 has been deemed sufficient to provide fulfillment for the requirements for convergent validity. The data shows that there are no indicator variables whose outer loading is less than 0.5, which makes all indicators considered feasible or valid to be used for research and can be used for further analysis.

Table 2. Outer Loading Convergent Validity

Indicator	Work Life Balance	Work environment	Employee performance
X1.1	0.871		
X1.2	0.804		
X1.3	0.918		
X1.4	0.765		
Y1.10			0.890
Y1.11			0.880
Y1.12			0.869
Y1.5			0.790
Y1.7			0.852
Y1.8			0.837
Y1.9			0.891
Z.3		0.824	
Z.4		0.794	
Z.5		0.860	
Z.6		0.868	

Source: Processed Data 2021

4.4 Discriminant Validity

Discriminant validity indicators can be observed on the cross loading between indicators and constructs. Table 3, it can be observed that each indicator in the research variable has the largest cross loading value on the created variable, which is carried out in comparison with the cross loading value of the other variables. Based on the results obtained, it can be stated that the indicators used in this study have good discriminant validity when compiling each variable.

Table 3. Cross Loading Discriminant Validity

Indicator	Work Life Balance	Work environment	Employee performance
X1.1	0.871	0.460	0.484
X1.2	0.804	0.334	0.395
X1.3	0.918	0.503	0.526
X1.4	0.765	0.491	0.408
Y1.10	0.422	0.604	0.890
Y1.11	0.427	0.639	0.880
Y1.12	0.502	0.586	0.869
Y1.5	0.548	0.698	0.790
Y1.7	0.342	0.661	0.852
Y1.8	0.469	0.576	0.837
Y1.9	0.539	0.602	0.891
Z.3	0.548	0.824	0.598
Z.4	0.440	0.794	0.495
Z.5	0.400	0.860	0.662
Z.6	0.411	0.868	0.671

Source: Processed Data 2021

While presenting the data in Table 4, it can be observed that each research variable has an average variant extracted (AVE) value > 0.5. Through this problem, it can be stated that each variable has good discriminant validity.

Table 4. Average Variant Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Employee performance	0.739
Work environment	0.701
Work Supervision	0.627
Work Life Balance	0.639

Source: Processed Data 2021

4.5 Composite Reliability

Composite Reliability is used to test the reliability value of several indicators to a variable. A variable can be declared to fulfill composite reliability if it has a composite reliability value of more than 0.6.

Table 5, it can be seen that the composite reliability value of all research variables is > 0.7. The construct is declared reliable if the composite reliability and Cronbach alpha values are above 0.70 (Latan & Ghazali, 2016) . The following results prove that each variable has met composite reliability which makes it possible to conclude that all variables have a high level of reliability.

Table 5. Composite Reliability

Variable	Composite Reliability
Employee performance	0.952
Work environment	0.903
Work Life Balance	0.906

4.6 Cronbach Alpha

The reliability test with composite reliability can be strengthened through the use of the Cronbach alpha value. Table 6, it can be obtained that "the Cronbach alpha value of each research variable is > 0.7. So based on the problem itself, the results of this study prove that each research variable has met the requirements of the Cronbach alpha value, so there is a conclusion that all variables have a high level of reliability.

Table 6. Cronbach Alpha

Variable	Cronbach's Alpha
Employee performance	0.941
Work environment	0.857
Work Life Balance	0.861

Source: Processed Data 2021

4.7 Structural Model Test or Inner Model

In the following research, an explanation of the results of path coefficient testing, goodness of fit testing and hypothesis testing can be given.

a. Path Coefficient Test

Path coefficient evaluation is used to show how strong the effect or influence of exogenous variables on endogenous variables is. Meanwhile, the determination coefficient (R-Square) is used to measure how much endogenous variables are influenced by other variables. (Marcoulides et al., 2009)

Meanwhile, if it has a result of 0.33 - 0.67 so it is classified in the medium category, and if it has a result of 0.19 - 0.33 it is classified in the weak category.

Table 7. Path Coefficient

Construct	Path Coefficient	Description
Work Environment - > Employee Performance	0.614	Currently
Work Life Balance Performance - > Employee Performance	0.213	Weak
Work Life Balance Performance - > Work Environment	0.538	Currently

b. Goodness of the Model (Goodness of Fit)

Based on the presentation of the data in Table 8, it can be seen above that the R Square value for the Employee Performance variable is 0.290, the income value indicates that the percentage of Work Life Balance and Work Supervision can be influenced by the Work Environment by 29%, while the value for The R Square obtained by the employee performance variable is 0.563. The value itself provides information that Work Life Balance and Work Supervision can be explained by employee performance by 56.3%

Table 8. R-Square Value

Variable	R Square
Employee performance	0.563
Work environment	0.290

Source: Data processed 2021

The goodness of fit assessment is seen from the Q-Square value. The value of Q-Square has an equivalent meaning with R-Square in regression analysis, where the higher the Q-Square, which makes the model can be said to be better or more fit using the data. The results of the calculation of the value of Q-Square are:

$$\begin{aligned} \text{Q-Square} &= 1 - [(1 - R_{21}) \times (1 - R_{22})] \\ &= 1 - [(1 - 0.290) \times (1 - 0.563)] \\ &= 1 - (0.710 \times 0.437) \\ &= 1 - 0.310 \\ &= 0.690 \end{aligned}$$

Based on the results of these calculations, obtained a Q-Square value of 0.690. The following problem shows the diversity of research data that can be influenced by the research model, which is 69%. Meanwhile, the remaining 31% were explained by other factors outside the research model itself. So from the problem itself, based on the results, it says that the research model can be stated to have a good and positive goodness of fit.

c. Live Effect Test

The next test is to see the significant value of the influence between the variables by observing the parameter coefficient values and also the T statistical significance value using the bootstrapping method (Latan & Ghazali, 2016) .

Table 9. T-Statistics and P-Values

No.	Hpo	Variable	Original Sample	T Statistics (O/STDEV)	P Values
1	1	Work Life Balance - > Employee Performance	0.213	2.179	0.030
2	2	Work Life Balance - > Work Environment	0.538	6,732	0.000
3	3	Work Environment - > Employee Performance	0.614	5.480	0.000

Source: Data processed 2021

Hypothesis of the Effect of T-Statistics P-Values based on the data presented in table 9, it can be observed that based on the 3 hypotheses submitted in the following research, all of them can be accepted because each effect shown has a P-Values value < 0.05 . Which makes it possible to say that the exogenous to endogenous variables have a significant influence. Below is a breakdown of the influence between variables:

1. Effect of Work Life Balance (X) on Employee Performance (Y)

Based on the table above, it can be observed that for the Work Life Balance (X) variable test on employee performance (Y), the T statistics value is 2.179 and has an -value of 0.030. Because the value of -value $0.030 < 0.05$, meaning that H_0 is rejected, it means that there is a significant effect of Work Life Balance (X1) on employee performance (Y).

2. Effect of Work Life Balance (X) on the Work Environment (Z)

Based on the table above, it can be observed that for the Work Life Balance (X) variable test on the Work Environment (Z), the T statistics value of 6.732 has an -value of 0.000. Because the value of -value ($0.000 < 0.05$) means that H_0 is rejected, meaning that there is a significant effect of Work Life Balance (X) on the Work Environment (Z)

3. Effect of Work Environment (Z) on Employee performance (Y)

Based on the table above, it can be observed that for the test of the Work Environment (Z) variable on employee performance (Y), the T statistics value of 5,480 has an -value of 0.000. Because the -value is less than ($0.000 < 0.05$), it means that H_0 is rejected, meaning that there is a significant effect of the work environment (Z) on employee performance (Y).”

d. Indirect Effect Test

Testing the indirect effect hypothesis was carried out using the bootstrapping re-sampling technique. An alternative approach to testing the significance of mediation (Bollen & Stine, 1990)

The following are the results of data processing to determine exogenous variables on endogenous variables, exogenous variables on mediator variables, mediator variables affect endogenous variables:

Table 10. T-Statistics and P-Values

Variable	T Statistics (O/STDEV)	P Values
Work Life Balance - > Work Environment	6,732	0.000
Work Environment - > Employee Performance	5.480	0.000

Source: Data processed 2021

Based on table 10, it can be seen that exogenous variables have a significant influence on the mediator variable, the mediator variable has a significant influence on the endogenous variable. So based on these results, it can be concluded that the work environment mediation variable is a full or perfect mediation variable. Full mediation or full/perfect mediation occurs if the direct effect of exogenous variables on endogenous variables is significant when the mediating variable is included.

Based on these results, the indirect effect hypothesis will be tested:

Table 11. T-Statistics and P-Values

No.	Hpo	Variable	Original Sample	T Statistics (O/STDEV)	P Values
1	4	Work Life Balance ->Work Environment -> Employee Performance	0.330	3.914	0.000

Source: Primary data processed 2021

"Based on the results of the path coefficient calculation, it is known that:

1. Total Effect of Work Life Balance (X) on employee performance (Y) through work motivation (Z) obtained T statistics of 3.914 which means -value of 0.000. Because the -value is less than ($0.000 < 0.05$) meaning H_0 is rejected, there is a significant effect of Work Life Balance (X1) on employee performance (Y) through the Work Environment (Z).
2. And when compared to the direct effect, the value of the original sample of indirect influence is 0.330 above from the direct effect of Work Life Balance on employee performance of 0.213, and the following shows that Work Life Balance can improve employee performance directly should need to go through the Work Environment as mediating variable

4.8 Interpretation of Results

a. Work Life Balance (X) Against Employee Performance (Y)

Based on the table above, it can be observed that for the Work Life Balance (X) variable test on employee performance (Y), the T statistics value is 2.179 and has an -value of 0.030. Because the value of -value $0.030 < 0.05$, meaning that H_0 is rejected, it means that there is a significant effect of Work Life Balance (X1) on employee performance (Y).

The related conditions for the Work Life Balance that exist within employees are the lack of balance between the burdens received by employees and personal time arrangements, in which the work life balance received by employees needs the company's attention, so that employees can manage time properly and it is expected that the workload is expected does not feel burdensome and can increase its performance

The results of the following research do not support his research (Rafsanjani et al., 2019) suggesting that work life balance does not directly affect employee performance and is different from research from (Dina, 2018) which states that the partial effect on each work-life balance variable, namely the time balance, involvement balance, and satisfaction balance partially has a significant effect on employee performance, which is supported by research (Herlambang, 2019) which states that Work Life Balance has no effect on performance employee. This indicates that the implementation of work life balance does not increase performance.”

b. Effect of Work Life Balance (X) on the Work Environment (Z)

Based on the table above, it can be observed that for the Work Life Balance (X) variable test on the Work Environment (Z), the T statistics value of 6.732 has an -value of 0.000. Because the value of -value ($0.000 < 0.05$) means that H_0 is rejected, meaning that there is a significant effect of Work Life Balance (X) on the Work Environment (Z)

The work life balance that exists in employees feels that there is no balance but it turns out that a good work environment is needed by employees in order to reduce the workload received by employees, so that employees can take advantage of the work environment properly and it is hoped that there will be changes in improving their performance.

The results of this study support his research (Mardiani & Widiyanto, 2021) explaining in his research that work-life balance affects employee performance and the work environment affects employee performance. And this is also in line with his research (Kembuan et al., 2021) conveying in his research that simultaneously Work Life Balance and Work Environment have a significant effect on Employee Performance at PT. Bank Sulutgo Main Branch in Manado.”

c. Work Environment (Z) Against Employee Performance (Y)

Based on the table above, it can be observed that for the test of the Work Environment (Z) variable on employee performance (Y), the T statistics value of 5,480 has an -value of 0.000. Because the value of -value is less than ($0.000 < 0.05$) meaning that H_0 is rejected, it means that there is a significant effect of the Work Environment (Z) on employee performance (Y)

In the company's work environment, it is necessary to increase and be consistent in providing facilities to employees, so that employees will feel comfortable with a good work environment, and the increase in performance will be expected to increase.”

”The results of this study support his research (Sofyan, 2013) which states that the work environment affects the performance of BAPPEDA Office employees, and is also supported by his research (Lestary & Harmon, 2018) which states that the work environment and employee performance in the Detail Part Manufacturing Division of the Production Directorate of PT Dirgantara Indonesia (Persero) has a moderate positive relationship with a value of 0.438 and the work environment affects employee performance.”

d. Work Life Balance (X) on Employee Performance (Y) through the Work Environment (Z)

Total Effect of Work Life Balance (X) on employee performance (Endogen-Y) through the work environment (Z) obtained T statistics of 3,914 with an -value of 0.000. Because the -value is less than ($0.000 < 0.05$) meaning H_0 is rejected, there is a significant effect of Work Life Balance (X1) on employee performance (Y) through the Work Environment (Z).

And when compared to the direct effect, the value of the original sample of indirect influence is 0.330 above from the direct effect of Work Life Balance on employee performance of 0.213, and the following shows that Work Life Balance can improve employee performance directly should need to go through the Work Environment as mediating variable

"The results of the following research support his research (Rahma et al., 2021) conveyed in his research that the significance level obtained was $0.000 < 0.05$ for the work-life balance variable, $0.003 < 0.05$ in the work environment variable, and $0.002 < 0.05$ on the job satisfaction variable. At this level of significance, it can be said that all X variables have an effect on Y variables.

V. Conclusion

The results of testing and discussion, it is concluded that the Work Life Balance in the company Surabaya livestock feed needs attention in providing a correct and balanced workload to its employees, and must also be supported by a good and comfortable work environment, because work life balance can increase employee performance if through the work environment as a mediation.

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