

# The Influence of Work Life Balance and Physical Work Environment on Employee Performance at Telkom Bandung Pension Fund Office

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## Abstract

Human resource is a resource that plays an important role in order to achieve the company goals. To be able to achieve company goals, good human resource management is needed, in order to improve the performance of human resources itself and certainty it will have an impact on company performance. Factors that influence employee performance include work life balance and physical work environment. The purpose of this study was to determine the effect of work life balance and physical work environment on employee performance either partially or simultaneously in the Telkom Pension Fund. The research method used is a quantitative method with descriptive analysis, analysis techniques using linear multiple regression, the sample used is a saturated sample with a number of respondents as many as 75 people. From the descriptive analysis results, it can be seen that work life balance, physical work environment and employee performance are in the good category. The results of the results partially and simultaneously showed that work life balance and physical work environment affected employee performance at the Telkom Pension Fund.

## Keywords

Human Resources, Work Life balance, Physical Work Environment, Employee Performance

## 1. Introduction

Management of Human Resources in the Telkom Pension Fund can be said to be very important to improve the performance of HR itself which will certainly have an impact on the company's performance (Fakhri et al., 2020). Therefore, the performance of Telkom Pension Fund employees must be good because it will also affect the achievement of Telkom Pension Fund in managing retired employees of Telkom Indonesia. The effectiveness and efficiency of a company depends on the performance of its employees. The following employee performance data for the last three years are available in Table 1.

Based on Table 1 above, the performance of employees at the Telkom Pension Fund in 2017 all employees were in the P2 position with a percentage of 73%. In 2018 and 2019 there was a very significant decline, namely employees were in the P3 position with a percentage of 92.3% and 95.5%, respectively. Based on this, it can be concluded that employees have not achieved maximum performance. Then the author conducted an interview with the Head of Human Resources and Logistics at the Telkom Pension Fund, he expected the employee's performance to continue to

increase and in the end would be able to reach the P1 position. However, after seeing the data above, the company made the decision to target employee performance at least in the P2 category with the expectation of a percentage of 99% (Pradana et al., 2020).

Table 1. Data Recapitulation of Performance Assessment of Telkom Pension fund Employees

Period	Number of employees	SKI Assessment				
		P5	P4	P3	P2	P1
2017	73	0	0	0	73 (100%)	0
2018	78	0	0	72 (92,3%)	6 (7,7%)	0
2019	89	0	1 (1,1%)	85 (95,5%)	3 (3,8%)	0

Source: Telkom Pension Fund Document Archive, 2020

For this reason, in improving the performance of employees who are already in good condition, the company can make several efforts, including creating a work life balance and a strong and comfortable physical work environment for all employees. Hasbi et al. (2020) reveals that work life balance is a balance between the work life of each individual. The work life balance program implemented in a company is expected to be able to improve employee performance so that it can create morale for employees in carrying out their duties and obligations to the company. The following are some of the activities that aim to build a work life balance in the Telkom Pension Fund:

Table 2. Work Life Balance Activities Telkom Pension Fund

Activity	Program
Team Building (reaffirmed at RAPIM Telkom Pension Fund June 2020)	Outbound
The Telkom Way In Digital Era	Digital Learning
Living the Grand Why Core Values	“AKHLAK” Program
Spiritual Development	1) Provision of Worship Facilities 2) Preparation of Recitations
Physical Development	1) Provision of Sports Facilities such as tennis and swimming 2) Conducting Friday Walks Together (before COVID-19 pandemic) 3) Held Morning Exercise
Art and Culture Development	Providing Music Training Facilities
Family Development	1) Implementation of Employee Recreation 2) Implementation of Family Recreation

Source: Telkom Pension Fund Document Archive, 2020

The activities and programs in the table above are implemented by the Telkom Pension Fund to improve the quality of each employee and become a forum for employees to channel their hobbies and talents in addition to carrying out their main job responsibilities. However, after the author conducted interviews with ten employees, there were five of them who felt they still could not balance their work and personal life because they were still working on holidays or outside working hours so they did overtime, this also resulted in the families of the employees it protested. In addition to work life balance, another important factor is the physical work environment. The physical work environment is everything in the physical form that surrounds employees and can affect work. Fakhri et al. (2020) said "The work environment is a place where employees carry out their daily work". A supportive work environment will provide a sense of security and help employees to work optimally. The following are the results of the pre-questionnaire distribution to 30 employees that the author has done to determine the state of the physical work environment felt by Telkom Pension Fund employees, can be seen in the following table:

Table 3. Pre-questionary Results of Physical Work Environment in Telkom Pension Fund

No	Statment	Number of Samples	Percentage				
			Strongly Agree	Agree	Moderately Agree	Disagree	Disagree Strongly
1.	The facilities provided by the office are in accordance with the work I do.	30	13,34%	63,33%	23,33%	0%	0%
2.	Good air circulation in my workspace.	30	20%	40%	36,67%	3,3%	0%
3.	My workspace is spacious and comfortable.	30	23,3%	46,7%	30%	0%	0%
4.	The lighting in my workspace is good.	30	46,7%	46,7%	6,6%	0%	0%
5.	Privacy in my workspace is very well maintained.	30	0%	0%	33,3%	33,3%	33,3%
6.	My workspace is always clean.	30	3,33%	53,34%	40%	3,33%	0%
7.	My workspace is soundproof and not disturbed by outside activity or noise.	30	0%	0%	20%	40%	40%

Source: Author Processed Data, 2020

Based on the results of the pre-questionnaire that has been conducted regarding the physical work environment, it can be concluded that the problems most felt by Telkom Pension Fund employees regarding the physical work environment are privacy and noise. Indeed, the implementation of work life balance and physical work environment on employee performance at the Telkom Pension Fund can be said to be good. However, based on the results of interviews and the results of pre-questionnaires addressed to employees at the Telkom Pension Fund, there are some employees who have not been able to balance their personal life and work life as well as problems regarding privacy in the workspace and noise. This phenomenon the authors take as a problem that must be investigated to get a conclusion how much influence work life balance and physical work environment have on improving employee performance with the title "The Effect of Work Life Balance and Physical Work Environment on Employee Performance at the Telkom Bandung Pension Fund Office."

Referring to the description of the problem above, the following identification of the problem that the author proposes,

- a. How is the work life balance implemented in the Telkom Pension Fund?
- b. How is the physical work environment implemented in the Telkom Pension Fund?
- c. How is the employee performance condition at the Telkom Pension Fund?
- d. How do work life balance and physical work environment affect employee performance at the Telkom Pension Fund?

## 2. Literature Review

### 2.1 Human Resource Management

According to Handoko in Rozzaid et al., (2015:205) Human resource management is the process of planning, organizing, guiding, controlling, acquiring, developing, compensating, integrating and releasing human resource activities to achieve various individual and organizational goals. According to Mangkunegara (2017:2) human resource management is the process of planning, managing, coordinating, implementing, and supervising procurement, development, remuneration, integration, maintenance, and separation of workers to achieve organizational goals.

## 2.2 Work Life Balance

According to Singh and Khanna in Rondonuwu et al., (2018:31) work life balance is a concept that involves prioritizing between work (career and ambition) on the one hand and life (happiness, leisure, family, and spiritual development) on the other so that the use of the right work life balance will improve employee performance and job satisfaction. Meanwhile, according to Schermerhorn in Ganapathi (2016:126) states that Work Life Balance is a person's capability in balancing the demands of work with personal and family needs.

## 2.3 Dimensions of Work Life Balance

According to McDonald and Bradley in Ganapathi (2016:127) are several aspects of measurement for individuals who want to measure work-life balance, namely:

- 1) Time balance is one aspect where time for work or career is balanced with time for yourself and family.
- 2) Involvement Balance is an aspect that creates an individual's psychological balance between self, family, work and commitment to the decisions chosen for work life balance.
- 3) Satisfaction Balance is an aspect that forms the level of personal satisfaction in the balance of self, family, and work.

## 2.4 Physical Work Environment

According to George R Terry in Ismadani (2015:294) the work environment is a force that affects either directly or indirectly the performance of an organization or company. Meanwhile, Komarudin (2018:354) gives an understanding that the internal work environment is a place where employees work in which there are facilities that support employees in their activities or work.

## 2.5 Dimensions of the Physical Work Environment

According to Robbins in Sudaryo et al., (2018:48) argues that the following are factors that can affect the physical work environment:

- 1) Temperature
  - 2) Noise
  - 3) Explanation
  - 4) Air Quality
  - 5) Workspace Design
- ### 2.6 Employee Performance

According to Hasibuan in Sudaryo et al., (2018:203) said that performance is a work output achieved by a person in performing the tasks assigned to him. Then Philip Moon in Maryati (2016:211) reveals that employee performance is influenced by skills and knowledge, available resources, quality and management style and motivation.

## 2.7 Employee Performance Dimension

According to Kasmir in Perdani & Wardhana (2020:3) measuring employee performance can be used several indicators regarding performance, namely:

- 1) Quality, is the process or result of an activity that is close to the perfect point.
- 2) Quantity, is the production can be displayed in the form of currency units, the number of units, or the number of completed activity cycles.
- 3) Time, is the time limit given to complete a job.
- 4) Cost Emphasis, is a budget for the costs of the company's activities.
- 5) Supervision, is an action taken in every situation and condition in order to produce good performance.
- 6) Relationships between employees, are relationships between individuals which are usually related to cooperation or harmony.

## 2.8 Relationship of Work Life Balance to Employee Performance

From the research results of Saina et al., (2016:4) said that the achievement of work life balance can be seen from the avoidance of employees from various psychological symptoms such as work stress. If employees are able to balance their time and involvement in work and personal life, then the employee will have focus and enthusiasm for work that can affect the quality of the resulting performance. Then according to Mendis and Weerakkody in Puspitasari, (2020:456) a work life balance that has been going well is proven to affect the performance of a worker.

## 2.9 The Relationship of the Physical Work Environment to Employee Performance

The results of research conducted by Putra (2015:73) say that the physical environment directly or indirectly affects a person or group of people in carrying out their activities. This shows that the physical work environment affects employee performance. Meanwhile, according to Pramana & Sudharman in Suwondo & Sutanto (2015:138) argues that a comfortable work environment can help employees to be enthusiastic at work. This shows that employees have a big responsibility to improve their performance.

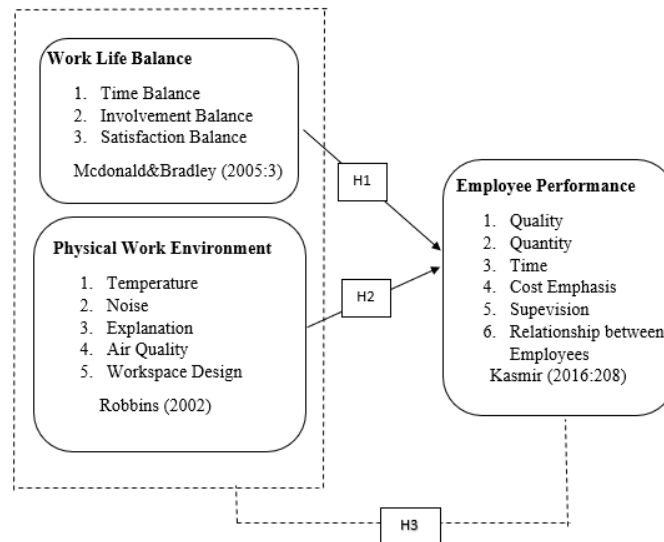


Figure 1. Research Framework  
Source: Author Processed Data, 2020

## 2.11 Research Methods

The research method used is a quantitative method with descriptive analysis method, the analysis technique uses multiple linear regression, the sample used is a saturated sample with a total of 75 respondents at the Telkom Pension Fund.

## 3. Results and Discussion

### 3.1 Descriptive Analysis

#### 3.1.1 Descriptive Analysis of Work Life Balance

Based on the descriptive analysis, work life balance obtained a percentage of 81.1% in the good category. Of the three dimensions of work life balance, there is the highest percentage in the dimension of involvement balance of 82.9% while the lowest percentage is in the dimension of time balance of 79.2%.

#### 3.1.2 Descriptive Analysis of the Physical Work Environment

Based on the descriptive analysis of the physical work environment, it obtained a percentage of 79.3% with a good category. Of the five dimensions of the physical work environment, the highest percentage is on the temperature dimension of 84.4% while the lowest percentage is on the noise dimension of 77.2%.

#### 3.1.3 Descriptive Analysis of Employee Performance

Based on the descriptive analysis of employee performance, the percentage of employees is 83% in good category. Of the six dimensions of employee performance there is the highest percentage, namely the relationship between employees at 90.3%, while the lowest percentage is in the quantity dimension at 74.6%.

## 3.2 Classical Assumption Test

### a. Normality Test

Based on the table above the results of the normality test above, the data shows that the Asymp value. Sig. (2-tailed) is 0.200 and it can be stated that the data is normally distributed because the significance value is greater than 0.05.

**Table 4. Kolmogorov Smirnov Test**  
**One Sample Kolmogorov Smirnov Test**

		Unstandardized Residual
N		75
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	4.25435626
Most Extreme Differences	Absolute	.085
	Positive	.085
	Negative	-.041
Test Statistic		.085
Asymp. Sig. (2tailed)		.200 <sup>c,d</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Data Processed by the author using SPSS version 25

### b. Multicollinearity Test

Based on the table above, the results of the multicollinearity test above, it can be seen that the tolerance value and VIF of the work life balance and physical work environment variables show 0.619 (greater than 0.10) for the tolerance value while the VIF value is 1.446 (less than 10). So it can be concluded that in this study there were no symptoms of multicollinearity.

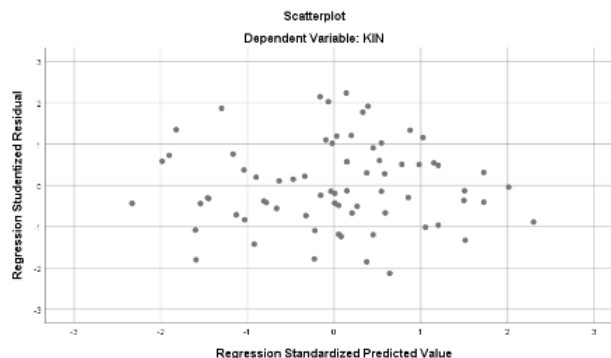
**Table 5. Multicollinearity Result Test**

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Colinearity Test	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.483	4.998		.297	.768		
	Work Life Balance	.266	.112	.214	2.374	.020	.691	1.446
	Physical Work Environment	.494	.071	.631	7.000	.000	.691	1.446
a. Dependent Variable: Employee Performance								

Source: Data Processed by the author using SPSS version 25

### c. Heteroscedasticity Test

Based on the figure above, it can be seen that in this pattern there is no clear pattern, and the pattern of the dots spreads above and below the number 0 on the Y axis. It can be concluded that in this study there was no heteroscedasticity.



**Figure 2. Heteroscedasticity Test**

Source: Results of Processed Data The author uses SPSS version 25

### 3.3 Multiple Linear Regression Analysis

Based on the table above, the results of multiple linear regression above, the following equation can be formulated:  
 $Y = 1.483 + 0.266 X_1 + 0.494 X_2$

The regression equation can be explained as follows:

- The constant value of 1.483 means that if the independent variable (X) is 0 (zero), then the dependent variable (Y) is 1.483.
- The work life balance coefficient value of 0.266 has a positive value, it can be interpreted that if the work life balance has increased by one unit, it can be seen that the work life balance will increase by 0.266.
- The physical work environment coefficient value of 0.494 has a positive value, it can be interpreted that if the physical work environment has increased by one unit, it can be seen that the physical work environment will increase by 0.494.

Table 6. Multiple Linear Regression Results

Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized Coefficients Beta
		B	Std. Error	
1	(Constant)	1.483	4.998	
	Work Life Balance	.266	.112	.214
	Physical Work Environment	.494	.071	.631

a. Dependent Variable: Employee Performance

Source: Results of Processed Data The author uses SPSS version 25

Table 7. T Test Results

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	1.483	4.998		.297	.768
	Work Life Balance	.266	.112	.214	2.374	.020
	Physical Work Environment	.494	.071	.631	7.000	.000

a. Dependent Variable: Employee Performance

Source: Results of Processed Data The author uses SPSS version 25

### 3.4 Hypothesis Testing

#### a. Partial Hypothesis Testing (T Test)

Based on Table 7 data processing t test results (partial) can be seen that:

The Work Life Balance (X1) variable has a value of  $t_{(count)} (2.374) > t_{(table)}$  of (1.993) with a significance level of  $0.020 < 0.05$  then  $H_0$  is rejected,  $H_1$  is accepted. Therefore, it can be concluded that partially there is a significant effect of work life balance (X1) on employee performance (Y).

Physical Work Environment Variable (X2) has a value of  $t_{(count)} (7,000) > t_{(table)}$  of (1,993) with a significance level of  $0.000 < 0.05$  then  $H_0$  is rejected,  $H_1$  is accepted. Therefore, it can be concluded that partially there is a significant effect of the physical work environment (X2) on employee performance (Y).

#### b. Simultaneous Hypothesis Testing (F Test)

Based on the table above, the results of the f (simultaneous) test above, it can be seen that  $F_{(table)}$  is 3.12. The value of  $F_{(count)}$  is 52.860 with a significance level of  $0.000 < 0.05$ . So it can be concluded that the effect of work life balance (X1) and physical work environment (X2) on employee performance (Y) with a value of  $F_{(count)}$  of 52.860  $> F_{(table)}$  3.12. These results indicate that  $H_0$  is rejected while  $H_1$  is accepted, meaning that the independent variables consisting of work life balance and physical work environment simultaneously have a significant effect on employee performance.

Table 8. F Test Results

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1966.634	2	983.317	52.860	.000 <sup>b</sup>
	Residual	1339.366	72	18.602		
	Total	3306.000	74			
a. Dependent Variable: Employee Performance						
b. Predictors : (Constant), Work Life Balance, Physical Work Environment						

Source: Results of Processed Data The author uses SPSS version 25

### 3.5 Coefficient of Determination

Based on Table 9 above, it can be seen that the coefficient of determination R is 0.771 and the value of  $R^2$  (R square) is 0.595 or 59.5%. Here is the formula for calculating R square:

$$\begin{aligned} Kd &= R^2 \times 100\% \\ &= 0,771^2 \times 100\% \\ &= 59.5\% \end{aligned}$$

This shows that the independent variables consisting of work life balance (X1) and physical work environment (X2) have an influence on the dependent variable of employee performance (Y) of 59.5% while the remaining 40.5% is the influence of other variables that not researched.

Table 9. Determination Coefficient

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.771 <sup>a</sup>	.595	.584	4.31304
a. Predictors: (Constant), Work Life Balance, Physical Work Environment				

Source: Results of Processed Data The author uses SPSS version 25

## 4. Conclusion

Based on the results of research and discussion on the effect of work life balance and physical work environment on the performance of Telkom Pension Fund employees, the following conclusions can be drawn: Work Life Balance in Telkom Pension Fund as a whole is in good category. Physical Work Environment at Telkom Pension Fund as a whole is in good category. Employee performance at the Telkom Pension Fund as a whole is in the good category. Based on



the results of t test (partial) and f test (simultaneous) work life balance and physical work environment have a significant effect on the performance of Telkom Pension Fund employees, either partially or simultaneously.

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