

The Relationship Between Work-Life Balance and Employee Performance in Employees of PT Milion Limbah Ambon

Juangericke Theophanex Loupatty¹, Maria Prima Novita²

Psychology Study Program, Faculty of Psychology, Universitas Kristen Satya Wacana, Indonesia¹

Psychology Study Program, Faculty of Psychology, Universitas Kristen Satya Wacana, Indonesia²

E-mail: 802021032@student.uksw.edu¹, maria.novita@uksw.edu²

Correspondent Author: Juangericke Theophanex Loupatty,

802021032@student.uksw.edu

Doi: 10.31316/g-couns.v10i02.8427

Abstrack

This study aims to analyze the relationship between work-life balance and employee performance at PT Milion Limbah Ambon, a plastic waste treatment company located in Ambon. This relationship has not been previously investigated at this company. Furthermore, this research contributes valuable data to the literature by focusing on a region outside Java, as most comparable studies are Java-centric. This study comprised 66 employees of PT Milion Limbah Ambon as the total sample, with most respondents residing in areas close to the company. Data were collected through an online questionnaire using the Individual Work Performance Questionnaire (IWPQ) scale and the work-life balance scale. Results showed a positive and significant relationship ($r = 0.903$) between work-life balance and employee performance, indicating that improving work-life balance can significantly increase employee performance. These findings provide a basis for formulating work flexibility policies or time-management training to increase productivity.

Keywords: work-life balance, employee performance, industrial and organizational psychology

Abstrak

Penelitian ini bertujuan untuk menganalisis hubungan antara keseimbangan kerja-kehidupan dan kinerja karyawan di PT Milion Limbah Ambon, sebuah perusahaan pengolahan limbah plastik yang berlokasi di Ambon. Hubungan ini belum pernah diteliti sebelumnya di perusahaan ini. Selain itu, penelitian ini menambah data berharga dalam literatur dengan fokus pada wilayah di luar Jawa, karena sebagian besar studi serupa cenderung berpusat di Jawa. Penelitian ini melibatkan 66 karyawan PT Milion Limbah Ambon sebagai sampel total, dengan sebagian besar responden adalah karyawan yang tinggal di daerah dekat perusahaan. Data dikumpulkan melalui kuesioner online menggunakan skala Individual Work Performance Questionnaire (IWPQ) dan skala keseimbangan kerja-kehidupan. Hasil menunjukkan hubungan positif dan signifikan ($r = 0.903$) antara keseimbangan kerja-kehidupan dan kinerja karyawan, menunjukkan bahwa meningkatkan keseimbangan kerja-kehidupan dapat secara signifikan meningkatkan kinerja karyawan. Temuan ini dapat menjadi dasar untuk merumuskan kebijakan fleksibilitas kerja atau pelatihan manajemen waktu guna meningkatkan produktivitas.

Keywords: keseimbangan kehidupan kerja, kinerja karyawan, psikologi industri dan organisasi

Article info

Received August 2025, Revised October 2025, Accepted October 2025,

Published December 2025



INTRODUCTION

The 21st-century digital era has brought about a fundamental transformation in the world of work, marked by the Industrial Revolution 4.0 and the shift towards the concept of Society 5.0 (Tahar et al., 2022). These changes encourage companies to adopt advanced technologies and automation systems to enhance efficiency. PT Milion Limbah Ambon, as a plastic waste processing company, is one entity that has integrated this technology into its operations. However, behind this progress, new challenges related to employee performance have emerged and require in-depth attention.

Internal interviews conducted in May 2024 and March 2025 with PT Milion Limbah Ambon employees indicated several performance issues. The problems identified include a lack of motivation stemming from monotonous work routines, the emergence of unsafe behaviors that violate standard operating procedures (SOPs), and a lack of employee initiative to assume additional responsibilities or tasks beyond their main job description. This phenomenon indicates a gap between performance expectations and actual performance.

Employee performance refers to employees' capacity to carry out specific tasks to achieve common goals, both for the organization and for individual employees. Employee performance is a strategic asset and a key pillar of a company's sustainability and the achievement of its long-term goals (Mendis & Weerakkody, 2018; Qasanah, 2020). Optimal performance not only contributes to increased productivity and efficiency but also drives innovation, strengthens organizational culture, and ultimately supports sustainable business growth (Sastrawan & Cahyadi, 2023; Ananda & Eriza, 2023). Good performance will accelerate the achievement of goals, whereas poor performance will hinder the company's attainment of its targets (Idrus et al., 2021). Therefore, understanding the factors that influence employee performance is essential for company management.

Many factors can affect employee performance, including work-life balance (Hikmah & Lukito, 2021). This concept refers to an individual's ability to achieve a satisfactory balance between the demands of professional work and aspects of personal life, including time for family, recreation, and self-development (Frame & Hartog, 2003; Fisher et al., 2009). At PT Milion Limbah Ambon, there are indications of this imbalance: employees often must meet work deadlines late into the night, even outside official working hours, which directly interferes with their quality time with family and personal life.

An imbalance between work and personal life can have significant negative consequences. This condition can trigger stress, burnout, and decreased job satisfaction, and ultimately adversely affect employees' attitudes, behaviors, and overall performance (Fayyazi & Aslani, 2015). Mendis & Weerakkody (2017) also assert that poor work-life balance can reduce employees' happiness, which, in turn, hinders the achievement of optimal and sustainable performance. Companies that support work-life balance can see improvements in productivity, efficiency, and employee retention. This is because work-life balance has a significant positive impact on employee performance by increasing happiness, reducing stress, and increasing motivation (Bocean et al., 2023).

Although many studies have examined the relationship between work-life balance and employee performance, the results remain mixed: some have found a significant positive correlation (Oktafien et al., 2021; Asari, 2022; Valery et al., 2023), whereas others have not (Ardiansyah & Surjanti, 2020). This variation underscores the importance of research across contexts. Many studies in Indonesia are still focused on the Java region,



but regions like Ambon, with their distinct social dynamics and work cultures, for example, strong family ties and varied work infrastructures, remain largely unexplored. So, research outside Java, such as at PT Milion Limbah Ambon, is urgently needed to enrich the literature and provide a more comprehensive perspective. In addition, based on information from PT Milion Limbah Ambon's HRD, there has been no prior industrial and organizational psychology research at this company. Therefore, this research is crucial for identifying the root causes of employee performance problems and for filling a gap in the literature in eastern Indonesia. This study also provides recommendations for formulating programs or policies that support work-life balance and simultaneously improve employee performance at PT Milion Limbah Ambon. Given the identified challenges and research gaps, this study employs a quantitative approach to examine the relationship between work-life balance and employee performance, with the goal of providing a foundation for effective interventions.

METHOD

This study employs a quantitative correlational design to examine the relationship between work-life balance and employee performance. The population comprised 66 employees of PT Milion Limbah Ambon, and a total sampling technique was used due to the limited number and homogeneity. The validity of the IWPQ scale proposed by Koopmans et al. (2014) and tested by Widyastuti & Hidayat (2018) shows content validity with Aiken's V, indicating that all items in the IWPQ have a high V index, with an average of 0.82. The WLB scale proposed by Fisher et al. (2009) was also tested by Gunawan (2019) and showed standardized loading factor (SLF) values of 0.75-0.912. Based on the above results, it can be concluded that the items on both scales are valid.

Data collection took place from May 19, 2025, to June 16, 2025. Data were collected via an online questionnaire (Google Forms) using two instruments: the Individual Work Performance Questionnaire (IWPQ) by Koopmans et al. (2014) for employee performance and the work-life balance scale by Fisher et al. (2009). Both scales showed very high reliability (Cronbach's alpha of IWPQ = 0.958; work-life balance = 0.965). The data collection process involved an explanation of the purpose and assurance of confidentiality, as well as informed consent from participants.

RESULT AND DISCUSSION

Result

This study involved 66 employees of PT Milion Limbah Ambon as respondents. The data collected focused on two main variables: work-life balance and employee performance. Descriptive analysis was conducted to describe the data distribution and level of student engagement for each variable, while hypothesis analysis was used as the basis for classifying the variables into three categories, as illustrated in table 1 and table 2 below:



Table 1.
 Categories of Work-Life Balance and Employee Performance Scales

| | Interval | Category | Frequency | Presentation |
|----------------------|-------------|----------|-----------|--------------|
| Work-Life Balance | 46 < 52 | Low | 17 | 25.8% |
| | 53 ≤ X < 67 | Moderate | 36 | 54.5% |
| | 68 ≤ X < 72 | High | 13 | 19.7% |
| | Total | | 66 | 100% |
| Employee Performance | 50 < 55 | Low | 14 | 21.2% |
| | 56 ≤ X < 70 | Moderate | 39 | 59.1% |
| | 71 ≤ X < 76 | High | 13 | 19.7% |
| | Total | | 66 | 100% |

Based on the data in table 1, the average score of the WLB scale is in the low 25.8%, medium 54.5%, and high 19.7% categories, while for the employee performance scale, it is in the low 21.2%, medium 59.1%, and high 19.7% categories.

Table 2.
 Descriptive Statistical Results of Work-Life Balance and Employee Performance

| | n | Minimum | Maximum | Mean | Std. Deviation |
|----------------------|----|---------|---------|-------|----------------|
| Work-Life Balance | 66 | 46 | 73 | 59.92 | 7.596 |
| Employee Performance | 66 | 50 | 76 | 62.91 | 7.617 |
| Valid N (listwise) | 66 | | | | |

Based on the descriptive statistics, the minimum score for WLB was 46, and the maximum was 73. The resulting standard deviation is 7.596, with a mean of 59.92. Subsequently, employee performance ranges from a minimum score of 50 to a maximum of 76. The resulting standard deviation is 7.617 with a mean of 62.91.



Table 3.
 Normality Test Results One-Sample Kolmogorov-Smirnov Test

| | | Unstandardized Residual |
|-----------------------------|----------------|------------------------------------|
| N | | 66 |
| Normal Parameters a,b | Mean | .0000000 |
| | Std. Deviation | 3.27547860 |
| Most Extreme Differences | Absolute | .053 |
| | Positive | .053 |
| | Negative | -.050 |
| Test Statistic | | .053 |
| Asymp. Sig. (2-tailed) | | .200 |

Based on the normality test results in Table 3.3, the data is normally distributed. Judging from the p-value, the two variables are statistically significant ($p < .05$).

Table 4.
 ANOVA Table

| | | | Sum of Square | df | Mean Square | F | Sig. |
|-------------------------------------------------|-------------------|--------------------------------|--------------------------|-----------|------------------------|-------------|-------------|
| Employee Performance Work-Life Balance | Between Groups | (Combined) | 3356.547 | 23 | 145.937 | 14.773 | .000 |
| | | Linearity | 3074.085 | 1 | 3074.085 | 311.18 2 | .000 |
| | | Deviation from Linearity | 282.462 | 22 | 12.839 | 1.300 | .228 |
| | Within Groups | | 414.907 | 42 | 9.879 | | |
| Total | | | 3771.455 | 65 | | | |

Based on the linearity test results in table 4, the Linearity significance value p is $< .05$, indicating that the data are linear.



Table 5.
 Pearson Correlation Test

| | | Work Life Balance | Employee Performance |
|----------------------|---------------------|--------------------------|-----------------------------|
| Work Life Balance | Pearson Correlation | 1 | .903 |
| | Sig. (2-tailed) | | .000 |
| | N | 66 | 66 |
| Employee Performance | Pearson Correlation | .903 | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 66 | 66 |

Based on the results of hypothesis testing, which was carried out using the Pearson correlation test, there is a positive and significant relationship between WLB and employee performance as seen from $r = .903$ and sign value = $.00$ ($p < .01$). Thus, it can be interpreted that the higher the WLB, the higher the level of employee performance. Conversely, the lower the WLB, the lower the level of employee performance.

Discussion

This study aims to analyze the relationship between work-life balance and employee performance at PT Milion Limbah Ambon. Prior to the correlation analysis, normality and linearity tests were conducted, showing normally distributed and linear data. The Pearson correlation test indicated a positive and significant association between work-life balance and employee performance. This suggests that the research hypothesis is supported: the better an employee's work-life balance, the higher their performance.

These findings are in line with previous studies by Oktafien et al. (2021) and Valery et al. (2023), who also found a significant positive relationship between work-life balance and performance, and supported by Hazim & Ramlee (2024) and Susanto et al. (2022) who emphasize the importance of work-life balance in increasing productivity, job satisfaction, and employee commitment.

However, these results differ from those of Ardiansyah & Surjanti (2020), who did not find such a relationship. This study not only confirms a positive and significant correlation between work-life balance and employee performance at PT Milion Limbah Ambon, but also strengthens prior findings and makes a significant contribution in a local context that has not been widely researched. The practical implication is that companies can design interventions to improve work-life balance -and boost employee productivity, such as time management training, flexible leave policies, and virtual office services.

Murdiono et al. (2023) assert that employees who successfully balance their personal and professional lives are more likely to engage in productive work behaviors. Research indicates that maintaining a favorable WLB not only raises job satisfaction but also enhances overall performance metrics in organizations (Prasetyo & Wardoyo, 2023; Sumiati, 2025). For instance, Sumiati (2025) demonstrates that a well-structured balance in work-life leads to heightened job satisfaction, which in turn fosters improved performance outcomes.

Furthermore, Valery et al. (2023) indicate that organizations that benefit from supportive relationships between colleagues and supervisors are better positioned to



support employees' work-life balance. This aligns with findings from Subarto and Solihin (2025), who emphasize the mediating effect of job satisfaction on the relationship between work-life balance and employee performance. Employees who perceive a supportive work environment are more likely to achieve high satisfaction levels and perform better.

The relationship between work-life balance and employee performance at PT Milion Limbah Ambon is supported by robust evidence indicating that effective WLB strategies can enhance job performance by increasing job satisfaction and employee engagement. Companies that prioritize WLB not only improve employee morale but also contribute to higher productivity levels and reduced turnover rates.

CONCLUSION

Based on the research findings on work-life balance and employee performance at PT Milion Limbah Ambon, it can be concluded that there is a positive and significant relationship between work-life balance and employee performance. This means that the better the balance between an employee's work and personal life, the higher their performance. Thus, the research hypothesis is accepted. Theoretically, these findings make an important contribution to the literature by reinforcing the view that psychological factors, such as work-life balance, play a key role in improving performance. These results also expand our understanding of the psychological mechanisms underlying employee performance, particularly in the context of the work and tasks employees perform. By identifying work-life balance as an influencing factor, this study creates opportunities to develop more targeted psychological interventions to improve employee performance in the workplace. Further research could be conducted using a more diverse sample from various companies or industries, and a broader geographical scope. Additionally, the roles of other variables, such as motivation, job satisfaction, and work environment, could be examined, as they may mediate or moderate the relationship between work-life balance and employee performance.

REFERENCES

- Ananda, S., & Eriza, F. (2023). The influence of teamwork, work motivation and job satisfaction on employee performance (study at j&t sibuhuan-sosa office). *Current Advanced Research on Sharia Finance and Economic Worldwide (Cashflow)*, 2 (4), 474-481. <https://doi.org/10.55047/cashflow.v2i4.709>
- Ardiansyah, C. A., & Surjanti, J. (2020). Pengaruh work life balance terhadap kinerja karyawan melalui komitmen organisasi pada karyawan PT. Bhinneka Life Indonesia Cabang Surabaya. *Jurnal Ilmu Manajemen*, 8(4), 1211. <https://doi.org/10.26740/jim.v8n4.p1211-1221>
- Asari, A. F. (2022). Pengaruh work-life balance terhadap kinerja karyawan melalui kepuasan kerja pada bpjs ketenagakerjaan kantor cabang surabaya karimunjava. *Jurnal Ilmu Manajemen*, 10(2001), 843-852. <https://journal.unesa.ac.id/index.php/jim/article/view/18565>
- Bocean, C. G., Popescu, L., Varzaru, A. A., Avram, C. D., & Iancu, A. (2023). Work-life balance and employee satisfaction during COVID-19 pandemic. *Sustainability*, 15(15), 11631. <https://doi.org/10.3390/su151511631>
- Dwitanti, E., Murwani, F., & Siswanto, E. (2023). The effect of work-life balance on employee performance through work stress and workload. *International Journal of Business, Law, and Education*, 4 (2), 569-586.



- <https://doi.org/10.56442/ijble.v4i2.211>
- Fayyazi, M., & Aslani, F. (2015). The impact of work-life balance on employees' job satisfaction and turnover intention; the moderating role of continuance commitment. *International Letters of Social and Humanistic Sciences*, 51, 33-41.
- Fisher, G. G., Bulger, C. A., & Smith, C. S. (2009). Beyond work and family: A measure of work/nonwork interference and enhancement. *Journal of Occupational Health Psychology*, 14(4), 441-456. <https://psycnet.apa.org/doi/10.1037/a0016737>
- Frame, P., & Hartog, M. (2003). From rhetoric to reality. Into the swamp of ethical practice: implementing work-life balance. *Business Ethics: A European Review*, 12(4), 358-368.
- Gunawan, G., Nugraha, Y., Sulastiana, M., & Harding, D. (2019). Reliabilitas dan validitas konstruk work life balance di indonesia. *Jurnal Penelitian dan Psikologi*, 8(2), Pengukuran 88-94. <https://doi.org/10.21009/JPPP.082.05>
- Hazim, F, Q, M., & Ramlee, S, N, S. (2024). Effect of work life balance on employee job performance of logistic industry. *Asian Journal of Research in Education and Social Sciences*, 6 (1), 33-41. <https://doi.org/10.55057/ajress.2024.6.1.4>
- Hidayati, D. A. F., & Wijono, S. (2023). Budaya organisasi dengan kinerja karyawan cv bintang abadi. *Jurnal Inovasi Penelitian*, 3(10), 7951-7962. <https://doi.org/10.47492/jip.v3i10.2523>
- Hikmah, M., & Lukito, H. (2021). Peran work life balance dan stres kerja terhadap kinerja karyawan dengan organizational citizenship behavior sebagai variabel mediasi. *Jurnal Bisnis dan Manajemen*, 8(1), 64-74. <https://doi.org/10.26905/jbm.v8i1.5278>
- Idrus, I., Hakim, H., & Kamaruddin, Y. (2021). Pengaruh motivasi kerja dan disiplin kerja terhadap kinerja karyawan. *Journal Industrial Engineering and Management (JUST-ME)*, 2(02), 46-52. <https://doi.org/10.47398/justme.v2i02.17>
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., de Vet, H. C. W., & van der Beek, A. J. (2014). Construct validity of the individual work performance questionnaire. *Journal of Occupational and Environmental Medicine*, 56(3), 331-337. <https://journals.lww.com/joem/toc/2014/03000>
- Mendis, M. D. V. S., & Weerakkody, W. A. S. (2017). The impact of work life balance on employee performance with reference to the telecommunication industry in Sri Lanka: a mediation model. *Kelaniya Journal of Human Resource Management*, 12(1), 72-100. <https://doi.org/10.4038/kjhrm.v12i1.42>
- Murdiono, J., Nikensari, S., Handaru, A., & Adam, H. (2023). The Influence of Leadership Style and Education Level on Employee Performance Controlled by Work-Life Balance: A Case of PT Celebes Railway Indonesia. *International Journal of Integrative Sciences*, 2(11), 1783-1798. <https://doi.org/10.55927/ijis.v2i11.6920>
- Oktafien, S., Santoso, A, B., & Azali, M. (2021). The effect of work life balance on improving employee performance. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, 12 (11), 1321-1326.
- Prasetyo, C. and Wardoyo, D. (2023). The Effect of Work-life Balance on Employee Performance Through Job Satisfaction as an Intervening Variable. *Social Science Studies*, 3(5), 342-358. <https://doi.org/10.47153/sss35.7672023>
- Qasanah, U. (2020). Pengaruh gaya kepemimpinan transaksional dan budaya organisasi terhadap kinerja karyawan. *Jurnal Ilmu Dan Riset*, 8(1), 127-133. <http://jurnalmahasiswa.stiesia.ac.id/index.php/jirm/article/download/575/584>
- Sastrawan, R., & Cahyadi, N, S. (2023). Pengaruh kompetensi karyawan, motivasi, dan lingkungan kerja terhadap kinerja karyawan di pt. berkah utama traktor. *Digital*



- Bisnis: Jurnal Publikasi Ilmu Manajemen dan E-Commerce, 2 (3), 358-368. <https://doi.org/10.30640/digital.v2i3.1567>
- Subarto, S. and Solihin, D. (2025). The Influence of Work-Life Balance and Employee Engagement on Performance Through Job Satisfaction. *Jurnal Economia*, 21(1), 106-124. <https://doi.org/10.21831/economia.v21i1.70925>
- Sumiati, S. (2025). The mediating role of job satisfaction at PT. Pos indonesia surabaya on employee performance. *Business and Finance Journal*, 10(1), 64-75. <https://doi.org/10.33086/bfj.v10i1.7148>
- Susanto, P., Hoque, M, E., Jannat, T., Emmely, B., Zona, M, A., & Islam, M, A. (2022). Work-life balance, job satisfaction, and job performance of smes employees: the moderating role of family-supportive supervisor behaviors. *Frontiers in Psychology*, 13, 1-12. <https://doi.org/10.3389/fpsyg.2022.906876>
- Tahar, A., Setiadi, P. B., & Rahayu, S. (2022). Strategi pengembangan sumber daya manusia dalam menghadapi era revolusi industri 4.0 menuju era society 5.0. *Jurnal Pendidikan Tambusai*, 6(2), 12380–12381.
- Valery, M., Santati, P., & Hadjri, M. (2023). The influence of work-life balance on employee performance (empirical study at telkomsel regional sumbagsel office). *JPIM (Jurnal Penelitian Ilmu Manajemen)*, 8 (2), 208-217. <https://doi.org/10.30736/jpim.v8i2.1601>
- Valery, M., Santati, P., & Hadjri, M. (2023). The Influence of Work-Life Balance on Employee Performance. *Jpim (Jurnal Penelitian Ilmu Manajemen)*, 8(2), 208-217. <https://doi.org/10.30736/jpim.v8i2.1601>
- Widyastuti, T., & Hidayat, R. (2018). Adaptation of individual work performance questionnaire (IWPQ) into Bahasa Indonesia. *International Journal of Research Studies in Psychology*, 7(2), 101-112. <https://doi.org/10.5861/ijrsp.2018.3020>

