

What Influences State Civil Servants' Performance: An Analysis Of Work-Life Balance, Work Environment, And Compensation

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This study aims to identify and analyze simultaneously the effects of work-life balance, work environment, and compensation on the performance of the state civil apparatus in the Makassar City Regional Revenue Agency. We also measure which predictors have the greatest impact on performance. This study used primary data from a total population of 159 ASN with a sample method, namely a sample representing the total number of state civil apparatus in the Makassar City Regional Revenue Agency, which was 114 respondents, while the research period was carried out from July to December 2022. This study used descriptive data and statistical analysis. F-test results based on multiple regression were used to justify and verify hypotheses. This is indicated by the F-ratio and probability of 48.189 with a P-value of less than 0.05, in other words, accepting the hypothesis. Of the three variables selected, the index value shows that compensation (X3) is the strongest aspect with a value of 0.449, followed by work-life balance (X1) with a value of 0.318, and the work environment with a value of 0.315. These findings show how work-life balance, work environment, and compensation can improve the performance of the state civil apparatus in the Makassar City Regional Revenue Agency.

Key words: work-life balance, work environment, compensation, performance

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INTRODUCTION

Balance between life and work is an important factor that needs to be considered by every company when making a policy so that work productivity is maintained. A healthy work-life balance leads to high morale, a sense of satisfaction with one's work, and a sense of full responsibility both at work and in one's personal life. Employees with high morale are more likely to be ready to provide the best possible services to the community.

Work-life balance is a concept of balancing ambition or career with happiness, leisure, family, and spiritual development. With this work-life balance concept, the company gets a bonus because the performance and creativity of its employees increase. The application of work-life balance is the result of all activities both inside and outside the organization, not just work from within the organization.

Based on research conducted by (1) Mendis, it can be concluded that work-life balance has a significant positive effect on employee performance. When an employee can balance his life between the worlds of work and his personal life, he can be more productive at work, be motivated to carry out his responsibilities in the company, and reduce stress at work.

This can also improve employee performance in achieving company goals. In contrast to the research conducted by Saina (2), which obtained the results that work-life balance has an effect but not significant on employee performance but is not significant.

employee performance. According to Rochim (2019), research has found that work-life balance has a negative impact on employee performance. The balance between personal and work life is an important need of every employee that can affect mood, focus of thought, and action in carrying out the responsibilities of both parties; therefore, the higher the work-life balance, the higher the quality of employee performance.

Work-life balance is a new phenomenon arising from employees' concerns about the demands expected from their work (1). This increase is felt in the demands for changes in the work environment, in life, and in individual attitudes. These concerns begin when women join the labor force. When women engage in formal work, they must balance work responsibilities and family life. However, this concept is no longer limited to women. This is because men not only make a living but also play an important role in raising children.

Work-life balance is an important aspect of a healthy work environment. Maintaining work-life balance can help reduce stress and prevent burnout at work because stress is the most common problem at work. Stress can lead to physical consequences such as hypertension, digestive problems, chronic aches and pains, and heart problems. Chronic stress can also negatively impact mental health as it is associated with a higher risk of depression, anxiety, insomnia, and even burnout.

In order to support the improvement of performance, a comfortable, effective, and efficient work environment is needed. The work environment is one of the factors that can affect employee performance to achieve company goals (3). The work environment is everything around the workers that can affect their ability to complete the tasks assigned to them. There are two kinds of work environments, namely, physical work environments and non-physical work environments. The physical work environment encompasses all of the conditions surrounding the workplace that have an impact on employees, either directly or indirectly. While the non-physical work environment includes all circumstances that occur and are related to work relationships, both with superiors and with coworkers. The creation of a comfortable, safe, and pleasant work environment is one way for companies to improve the performance of employees. Employees can improve their performance to the maximum by being supported by an appropriate work environment.

Material needs that are also very basic, namely carried out by providing compensation. One of the goals of the company's compensation is to motivate employees to work harder. Compensation is something that employees receive in lieu of their contributions to the company. Every employee in three organizations has a desire to get compensation that matches their expectations. If these expectations are met, then the employee will always be enthusiastic at work. Handoko (4) stated that the personnel department designs and administers employee compensation. When the compensation provided is appropriate, employees are more satisfied and motivated to achieve organizational goals.

The Regional Revenue Agency (BAPENDA) of Makassar City was formed to increase regional revenues, among others, through strengthening taxing power, which is carried out by effectively implementing regional tax regulations and regional levies in accordance with the authority of the Makassar City regional government as stipulated in Law No. 28 of 2009 concerning Regional Taxes and Regional Levies. In general, regional income consists of: 1) Regional Original Income (PAD) 2. Balance the Fund 3: Miscellaneous legitimate income Regional income in Makassar City increased over an eight-year period, thanks to the high target set by BAPENDA Makassar City in attracting regional levies each year.

From the phenomenon in the picture above, it can be seen that the state civil apparatus at BAPENDA Makassar City can be material for analyzing work-life balance, work environment, and compensation. This is because most of the state civil apparatus in BAPENDA Makassar City consists of full-time workers who have targets and are required to carry out strict SOPs, so it is indicated that the state civil apparatus in BAPENDA Makassar City finds it difficult to balance

their work time with personal time because the work deadlines are fairly fast. Erratic working hours and fast deadlines make most ASNs continue to work even when they are at home. With the post-covid pandemic conditions like today at BAPENDA Makassar City, sometimes WFH (Work From Home) or virtual meetings are also enforced, which sometimes take up time outside of existing working hours. Based on this phenomenon, researchers want to examine how the state civil apparatus in BAPENDA Makassar City can help employees balance life in their world of work with their personal world and how the work environment and compensation can have an impact on employee performance.

Based on theories, expert opinions, previous research, and previously disclosed phenomena, the researcher was interested in writing about "the effect of work-life balance, work environment, and compensation on the performance of the state civil apparatus" (a case study on the regional revenue agency of Makassar City).

H1 : Work-life balance has a direct impact on the performance of the state civil apparatus

H2 : The work environment directly has a significant positive effect on the performance of the state civil apparatus

H3 : Compensation directly has a significant positive effect on the performance of the state civil apparatus.

METHODOLOGY

Research Location and Time

This study was conducted at the Makassar City Regional Revenue Agency on Jalan Urip Sumohardjo No. 8 in Makassar, South Sulawesi. Meanwhile, the research time is planned for approximately 5 months, namely July 2022 to December 2022.

Population and sample

In the study, the population was the entire ASN of the Makassar City Regional Revenue Agency, as many as 159 people. The sampling method in this study uses proportional simple random sampling of the number of ASN samples from the Makassar City Regional Revenue Agency, which is a proportional sample determined based on the Slovin formula. The number of samples using the Slovin formula can be calculated using $e = 0.5\%$, which is 114 samples.

Data Collection Methods

In order to obtain data that is relevant to the research problem, the author collected data through field studies through: 1. Interviews with various parties, such as the leadership and ASN of the Makassar City Regional Revenue Agency, who were respondents in this study. Interviews are conducted in a focused manner by preparing structured question materials in advance. 2. Dissemination of questionnaires to research respondents containing a list of questions containing indicators of research variables. The questionnaire is a list of questions with closed answer choices that have been prepared specifically for the questionnaire. 3. Make direct observations at the research location, in this case at the Makassar City Regional Revenue Agency Office, with the aim of disputing empirical facts that can be observed invisibly. 4. Recording documentation by utilizing written documents related to the description of the phenomenon of the problem under study..

RESULTS AND DISCUSSION

This study aims to determine the effect of work-life balance, work environment, and compensation on the performance of the state civil apparatus of the Makassar City Regional Revenue Agency. The discussion of each variable is as follows

Effect of work-life balance on performance

The results of the data analysis support the research hypothesis, which states that work-life balance has a positive influence on performance in the state civil apparatus of the Makassar City Regional Revenue Agency. The meaning of the research hypothesis is that the higher the work-life balance, the higher the performance of the state civil apparatus of the Makassar City Regional Revenue Agency.

Based on the research conducted and the results of the respondents' questionnaire recaptures, this is because respondents feel that the time required to work does not limit their ability to carry out their personal lives, and the burden of work does not make it difficult for them to live their personal lives. From this research, it was also found that the state civil apparatus that can manage its time in a balanced way, for example, can divide its personal time with work time without having to harm work, can have a good impact on performance, so that the state civil apparatus can apply work-life balance. Of course, it cannot be separated from the interference of organizations that also take part in implementing fair rules and policies for employees, such as the division of working time or overtime time in accordance with existing SOPs. Apart from the intervention of the organization, work-life balance also comes from the awareness of the employees themselves, to be able to balance personal life and work life both in terms of time and communication, among other aspects.

Effect of work environment on performance

Based on the research and analytical tests that have been carried out, the work environment has a positive and significant effect on the performance of the state civil apparatus of the Makassar City Regional Revenue Agency. This is because the Makassar City Regional Revenue Agency institution provides adequate work facilities to support work activities that encourage the state civil apparatus to think quickly and creatively. For example, the availability of WIFI and information technology hardware as well as information systems that provide efficiency and effectiveness in providing job reports is also supported by the communication between superiors and subordinates that has been established quite well.

The results of this study are also supported by empirical findings by Intan (5), which state that the work environment is a factor that can trigger an increase in performance in employees, so that the work environment can play a big role in influencing the creation of good performance in each individual.

Effect of Compensation on Performance

The results of the analysis of the research data stated that compensation had a positive and insignificant influence on the performance of the state civil apparatus of the Makassar City Regional Revenue Agency. The meaning of the research hypothesis is that the higher the compensation, the better the performance of the state civil apparatus of the Makassar City Regional Revenue Agency.

Based on the research conducted and the results of the respondents' questionnaire recapture, this is due to the respondents' feeling that the work received per month can guarantee the basic needs of the employee's family, so that employees feel that they have responsibility for the work that has been given.

The fact in the field that also influenced the results of this study was that it was found that respondents felt that office facilities such as work uniforms, parking places, canteens, places of worship, and work equipment were complete and adequate. As a result, the more it indicates that employees rarely make mistakes while carrying out their duties. This is inseparable from the provision of compensation in the form of salaries and office facilities that increase employee performance.

From the results of the regression coefficient test obtained, it shows that the compensation variable is the variable that most affects the performance of the state civil apparatus. This indicates that among other independent variables, compensation is the most dominant thing that has an impact on employee performance. Because without compensation that is in accordance with the high

target given by the institution, it is indicated that employees will find it difficult to achieve the target, and of course, in general, this will have an impact on reducing overall employee performance. The results of this study are also supported by empirical findings by Saina (2), which state that compensation has a significant positive effect on employee performance

CONCLUSION

Based on the results of the data processing that has been carried out in the previous chapter, the conclusions of the research can be compiled as follows: Work-life balance, work environment, and compensation simultaneously have a positive and significant effect on the performance of the state civil apparatus of the Makassar City Regional Revenue Agency. Partial work-life balance has a positive and significant effect on the performance of the state civil apparatus of the Makassar City Regional Revenue Agency. Partially, the work environment has a positive and significant effect on the performance of the state civil apparatus of the Makassar City Regional Revenue Agency. Partial compensation has a positive and significant effect on the performance of the state civil apparatus of the Makassar City Regional Revenue Agency.

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