# THE INFLUENCE OF WORK LIFE BALANCE AND WORK ENVIRONMENT ON ASSISTANT STORE LEADER PERFORMANCE WITH WORK MOTIVATION AT SUPER INDO SURABAYA

**Elysabet Nora[1], Akhmad Fauzi[2]\*, Tri Kartika Pertiwi[3]**
[123] Universitas Pembangunan Nasional Veteran Jawa Timur, Indonesia
Corresponding E-mail: nora.24sihombing@gmail.com[1],akhmadfauzi@upnjatim.ac.id[2],tri.pertiwi.mnj@upnjatim.ac.id[3]

## Abstract

This study aims to analyze the effect of work life balance and work environment on employee performance with work motivation as an intervening variable on assistant store leader level employees at Super Indo Surabaya. The material of this study is based on the problem of dual roles carried out by ASL, namely as a team leader and technical implementer, where this has the potential to disrupt the balance between work and personal life, or what is known as work life balance. Work environment problems that require improvement and procurement of supporting equipment for workers to facilitate employees in doing their work optimally. The research method used is quantitative. The sample in this study was 75 assistant store leader level employees at Super Indo Surabaya. The data analysis technique used partial least square (PLS). The results showed that work life balance and work environment had a positive and significant effect on employee performance. Work life balance affects employee performance through work motivation but work motivation is not proven significantly as an intervening variable between the work environment and employee performance.

Keywords: *Work life balance, Work environment, Work motivation, Employee performance.*

## INTRODUCTION

Employee performance is a major concern for both companies and employees, because it can affect company performance and employee job promotions, and the achievement of company goals. The imbalance between work and personal life is increasingly common, especially in the modern workplace that demands flexibility and high productivity. Employees often have difficulty dividing their time between work responsibilities and their personal lives. This is a particular concern in the modern retail industry sector such as the Super Indo supermarket in the Surabaya and Sidoarjo areas. The Assistant Store Leader (ASL) as a middle managerial level is responsible for the daily operations of the store, which involves team coordination, inventory monitoring, and meeting customer service standards. High workloads and irregular working hours have the potential to create psychological stress that can reduce work motivation and productivity. Robbins & Judge (2019). According to Kelliher et al. (2019), work-life balance imbalance has a direct impact on stress, fatigue, and even burnout which leads to decreased employee performance. In the context of the Assistant Store Leader, this pressure is felt even greater considering that this position requires a dual role as a manager and technical implementer in the field. Many of them also have dual roles in their personal lives, such as being a husband or wife, which further increases the challenge of maintaining work-life balance.

In addition to work life balance, work environment factors also play an important role in shaping employee performance. Afandi (2018) stated that the work environment is everything around workers that can affect their comfort and effectiveness in carrying out their tasks. A conducive work environment both physically (such as lighting, temperature, adequate work tools) and non-physically (such as interpersonal relationships, two-way communication, and work culture) will create a pleasant work atmosphere. This will have a positive impact on employee motivation and loyalty to the company. Conversely, an unsupportive work environment will cause boredom and potential conflict that can reduce productivity. In the context of Super Indo, it was found that several physical work environment problems such as limited computers for the team caused queues in completing tasks and hampered productivity. In addition, from the non-physical side, challenges arose in the form of difficulties in managing a team consisting of various departments

and characters, such as cashiers, perishables, grocery, and back office. This requires high leadership and communication skills, as well as a supportive work environment so that coordination can run harmoniously. If these problems are not handled properly, they will potentially reduce work enthusiasm and the achievement of company targets. Work motivation is present as a psychological factor that bridges the influence between work life balance and work environment on employee performance. According to Dhian Gering (2017), motivation is a mental drive that comes from within an individual to do work based on personal and organizational responsibilities and goals. Motivation can increase if employees feel appreciated, supported, and have decent working conditions.

Lukmiati et al. (2020) showed that work-life balance has a positive and significant effect on employee performance. However, research by Rahmawati et al. (2021) gave different results, showing that work-life balance is not significant because employees cannot divide their time effectively. This difference in results shows that the organizational context and work environment conditions have a major influence on the effectiveness of work-life balance. Likewise, several other studies such as those conducted by Damayanti (2021) and Jatmiko et al. (2021) found that the work environment has a positive effect on performance. However, Siagian & Pranoto (2019) showed conflicting results where the work environment did not have a significant effect on performance. This indicates that the relationship between these variables is complex and influenced by other factors, including work motivation.

Motivation as an intervening variable also shows varying results. Dewi's (2019) research found that motivation has a positive effect on performance, while Astuti (2020) stated the opposite. This inconsistency in results opens up space for further research with a more contextual and specific approach, for example in the retail sector such as Super Indo which has its own organizational structure and work culture. Based on internal data from Super Indo in the Surabaya and Sidoarjo regions, it can be seen that the company's performance targets have not been fully achieved. The average individual score only reached 2.82 (category C), which indicates a gap between company expectations and actual performance in the field. This condition requires an evaluation of the factors that influence performance, one of which is the extent to which work-life balance and work environment can be optimized to improve employee performance (Data Store KPI, 2024). This is where the importance of this research lies in providing a scientific picture of how work life balance and work environment, both directly and indirectly through work motivation, affect employee performance at the Assistant Store Leader level.

## LITERATURE REVIEW
### Grand Theory (Open System Theory)
Open system theory is a theoretical framework that views organizations as systems that interact dynamically with their external and internal environments. In this theoretical framework, work life balance is seen as a form of personal input originating from the external environment of employees that affects their abilities. The work environment is an important element in the internal structure of the organizational system that functions as a "process", work motivation acts as an internal mechanism and system that processes input into output and employee performance is the system output that shows the final result of the internal process that occurs in the organization.

### Work Life Balance
Work life balance is a work-life balance that is interrelated with the work environment, to balance work and personal life which aims to test individuals on the work they are doing whether it affects the relationship between work-life balance and work results. Ricardianto (2018).
Factors that influence work life balance
1. Positive factors can influence life balance
   a. Good physical health
   b. 'Positive social relationships'
   c. Satisfying work
   d. Sufficient free time
   e. Time management skills
2. Negative factors that can affect life balance
   a. Stress
   b. Lost direction in life
   c. Loss of balance in personal and professional life
   d. Lack of sleep
   e. Bad habits such as smoking, excessive drinking and unhealthy eating.

## Work environment

The work environment can be interpreted as a place with a group of people. Where there are various supporting facilities that can achieve the company's goals in accordance with the company's vision and mission. Sedarmayanti (2013). The work environment can in principle be divided into two large groups, namely the physical environment and the non-physical environment. The physical work environment is all physical conditions that exist around the workplace that can affect employees either directly or indirectly. The non-physical work environment is all conditions that occur related to work relationships, both relationships with superiors and fellow coworkers or relationships with subordinates.

## Work motivation

Motivation comes from Latin, moverel which means encouragement or driving force. Work motivation is a desire that arises from within a person or individual because they are inspired, encouraged, and driven to do activities or work with sincerity, joy and earnestness so that the results of the activities they do get good and quality results. Afandi (2018). Abraham Maslow divides human needs as follows:

1. Physiological needs, namely the most basic needs such as the need to eat and drink.
2. Safety and security needs, namely the need for protection from threats, dangers, conflict and the environment.
3. Social needs, namely the need to be accepted by a group
4. The need for esteem and status, namely the need to be respected and appreciated by others.
5. The need for self-actualization, namely the need to use abilities, skills, and potential.

## Employee performance

Employee performance is the result of employee work seen from the aspects of quality, quantity, working hours, and cooperation to achieve the goals set by the organization. Sutrisno (2019).
To find out the low and high performance of employees, a concrete unit of measurement is needed that has high accountability in measuring it. These units are commonly referred to as dimensions and indicators. According to Robbins in Sopiah & Sangadji (2018) there are five work indicators, including the following:

1. Quality
2. Quantity
3. Punctuality
4. Effectiveness
5. Independence

## METHOD

This study uses a quantitative approach with an explanatory research type that aims to explain the causal relationship between independent variables and dependent variables through testing previously formulated hypotheses. The quantitative approach was chosen because it is able to objectively measure the influence of work-life balance and work environment on employee performance with work motivation as an intervening variable through numerical data collection and statistical analysis Sugiyono (2017). The population in this study were all employees who served as Assistant Store Leaders (ASL) at Super Indo in the Surabaya and Sidoarjo Districts. The selection of this population was based on the consideration that ASL is a key position at the middle managerial level that directly affects store operations and has a high workload and responsibility. Because the population is not too large, the sampling technique used is a census, namely the entire population is used as research respondents, so that the total respondents involved are 75 people. The data collection instrument in this study was a closed questionnaire distributed through online media using Google Form. The questionnaire was compiled based on indicators of each variable that had been studied in the theoretical basis. Each statement item was measured using a Likert scale with five levels, ranging from "strongly disagree" to "strongly agree". This method was chosen because the Likert scale is able to measure the attitudes, opinions, and perceptions of respondents towards the research object in a more structured manner Sugiyono (2017). The variables in this study consisted of independent variables, namely work life balance (X1) and work environment (X2), intervening variables, namely work motivation (Z), and dependent variables, namely employee performance (Y). The operational definition for each variable was adopted from the theories mentioned in the literature review, such as the work life balance theory according to Greenhaus and Kossek (2014), the work environment theory from Afandi (2018), the motivation theory from Herzberg (1969), and the performance theory from Sutrisno (2019).

The data analysis technique used in this study is Structural Equation Modeling (SEM) based on Partial Least Square (PLS) with the help of SmartPLS 3.0 software. This technique is used because it is able to analyze complex relationships between latent variables with a relatively small sample size and does not require normally distributed data. The analysis was carried out in two stages, namely testing the measurement model (outer model) to test the validity and reliability of the indicators, and the structural model (inner model) to test the relationship between constructs Ghozali & Latan, (2015).

By using this method approach, it is expected that the research results can provide an accurate picture of the direct and indirect effects of work life balance and work environment on employee performance, as well as explain the role of work motivation as an intervening variable. The quantitative method based on SEM-PLS is considered the most appropriate because it is able to handle complex models and data that is not perfectly normally distributed, as often happens in field survey data.

**Framework of thought**
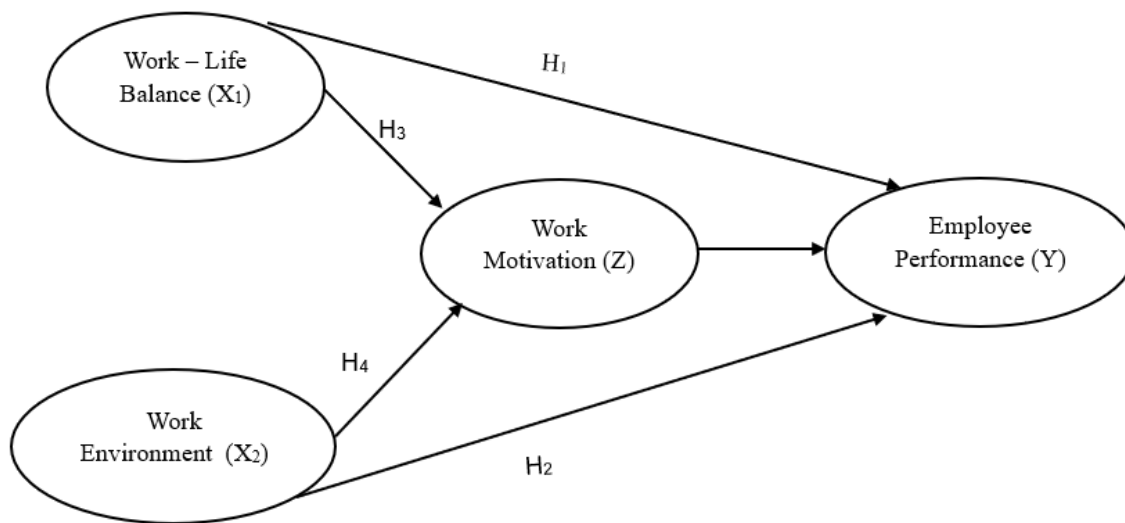


This study will conduct tests and analysis using four variables, namely work life balance and work environment as independent variables, work motivation as an intervening variable, and employee performance as a dependent variable. From the picture above, this study wants to see the direct influence of the independent variable on the dependent variable and the indirect influence through the intervening variable. With this research framework, it will test and analyze the influence of work life balance and work environment on employee performance through work motivation as an intervening variable at Super Indo in the Surabaya, West Surabaya and Sidoarjo areas.

**RESULT AND DISCUSSION**
**Respondent Profile**
The description of respondents is dominated by 52% female. With a dominant age range of 26-30 years (29.33%), and 31-35 years (25.33%). Marital status is married at 62.7% and most have a Bachelor's degree (S1).
**Validity and Reliability Test**
Validity tests conducted in the outer model include convergent validity (with a loading factor value $\geq 0.7$), discriminant validity (through AVE and cross loading values), as well as composite reliability and Cronbach's Alpha (to measure construct reliability). After all indicators meet the validity and reliability requirements, the inner model test is continued, which includes the R-square test, path coefficient significance test, and indirect effect test to determine the mediating effect of work motivation.

## Outer Model
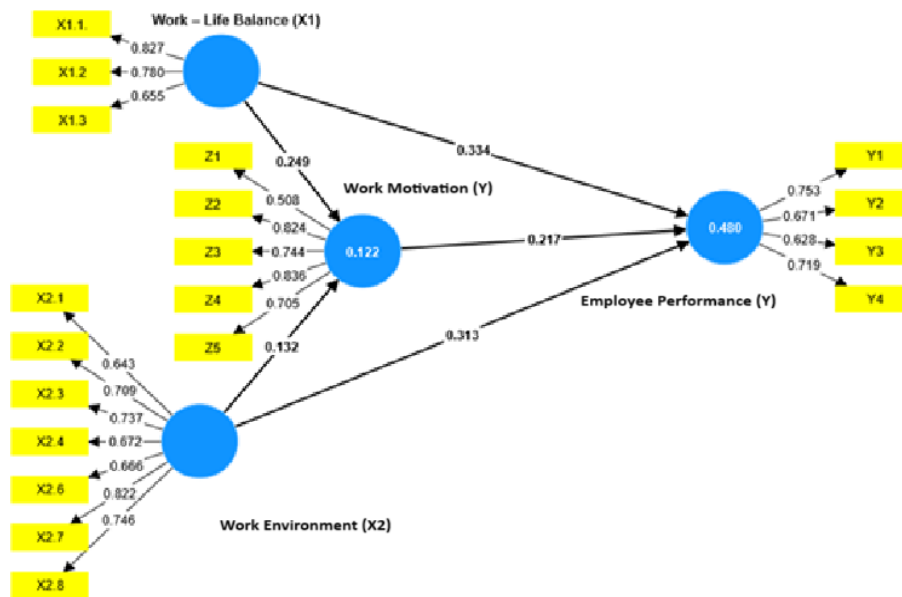


**Picture 1: PLS Model**
**Source: processed by researchers (2024)**

At the outer model testing stage, the convergent validity test results show that all indicators have loading factor values above 0.7. This indicates that each indicator has successfully represented the construct well, which means that there are no indicators that need to be eliminated from the model. In addition, the test results on the average variance extracted (AVE) value also show that all variables have AVE values above 0.5. This indicates a strong internal consistency of each construct and proves that the variables in this study have good convergent validity. Furthermore, from the results of the reliability test, the composite reliability and Cronbach's alpha values were also obtained which were also above the threshold of 0.7 for all variables. This proves that the instrument used in this study is not only valid, but also reliable in measuring the intended construct. Thus, it can be concluded that the measurement of variables in this study has met the reliability and feasibility requirements to be continued to the inner model testing stage in order to determine the relationship between constructs in the structural model that has been developed.

### Inner Model

Testing of the structural model is done by looking at the R-Square value which is a goodness-fit test of the model. Testing of the inner model can be seen from the R-square value in the equation between latent variables. The $R^2$ value explains how much the exogenous variables (independent/free) in the model are able to explain the endogenous variables (dependent/bound).

**Table 1. R-Square Results**

**R-square Overview**

|  | R-square | R-square adjusted |
|---|---|---|
| Employee Performance (Y) | 0.476 | 0.454 |
| Work Motivation (Z) | 0.120 | 0.095 |

Source: Processed data (2024)

In the inner model test, it is known that the R-square value (Employee Performance) = 0.476. This can be interpreted that the model is able to explain the phenomenon / problem of employee performance by 47.60%. While the rest (52.40%) is explained by other variables (besides work life balance, work environment, and work motivation) that have not been included in the model and error, meaning that employee performance is influenced by work life balance, work environment and work motivation by 47.60% while 52.40% is influenced by other than work life balance, work environment, and work motivation.

**Hypothesis Testing**
In hypothesis testing, two tests are carried out, namely direct influence and indirect influence tests.

**Table 2 Results of Direct Effect Hypothesis Test**

**Path coefficients**

**Mean, STDEV, T values, p values**

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|---|---|---|---|---|---|
| Work Environment (X2) -> Employee Performance (Y) | 0.301 | 0.296 | 0.132 | 2,273 | 0.023 |
| Work Life Balance (X1) -> Employee Performance (Y) | 0.34 | 0.341 | 0.131 | 2,599 | 0.009 |

Source: Processed data (2024)

Based on the table above, the results of hypothesis testing 1 and hypothesis 2 can be described as follows:

1. In H1: Work-Life Balance has a significant positive effect on Employee Performance with a path coefficient of 0.340 where the p-value = 0.009 is smaller than the value of $\alpha = 0.05$ (5%). These results indicate that there is a significant effect. Thus, it can be stated that Work-Life Balance (X1) has a positive and significant effect on employee performance (Y) so that H1 is accepted.
2. In H2: Work Environment has a Significant Positive Influence on Employee Performance with a path coefficient of 0.301 where the p-value = 0.023 is smaller than the value of $\alpha = 0.05$ (5%). These results indicate that there is a significant influence. Thus, it can be stated that the Work Environment (X2) has a positive and significant influence on employee performance (Y) so that H2 is accepted.

The next test is the indirect effect test. The following are the results of the indirect effect test of this study:

**Table 3 Results of Indirect Effect Hypothesis Test**

**Specific indirect effects**

**Mean, STDEV, T values, p values**

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|---|---|---|---|---|---|
| Work Life Balance (X1) -> Work Motivation (Z) - > Employee Performance (Y) | 0.057 | 0.054 | 0.028 | 2,075 | 0.042 |
| Work Environment (X2) -> Work Motivation (Z) Employee Performance (Y) | 0.026 | 0.045 | 0.053 | 0.497 | 0.619 |

Source: Processed data (2024)

3. In H3: Work-Life Balance has a Significant Positive Effect on Employee Performance through Work Motivation with a path coefficient of 0.057 where the p-value = 0.042 is smaller than the value of α = 0.05 (5%). So it can be stated that work life balance (X1) has a positive and significant effect on employee performance (Y) through work motivation (Z) so that H3 is accepted.

4. In H4: Work Environment has a Non-Significant effect on employee performance through work motivation with a path coefficient of 0.026 where the p-value = 0.619 is greater than the value of α = 0.05 (5%), then work motivation does not mediate the effect of work environment on employee performance. Because Work Environment has a Non-Significant effect on Work Motivation with a path coefficient of 0.119 where the p-value = 0.459 is greater than the value of α = 0.05 (5%). Thus, it can be stated that Work Environment (X2) has an insignificant effect on employee performance (Y) through work motivation (Z) so that H4 is rejected.

## Discussion
### The influence of work life balance on employee performance
Based on the results of data analysis, the hypothesis states that work life balance has a positive and significant effect on employee performance. The results of the tests conducted indicate that work life balance has a positive and significant effect on employee performance at PT. Lion Super Indo, so Hypothesis 1 is accepted. This shows that the better the balance between work life and personal life (ASL) of employees, the better the employee performance.

The influence of work life balance on employee performance can be seen from the highest average value (mean) on the X1.2 indicator of 4.12, which shows that most employees at the assistant store leader level feel emotionally involved in getting a level of satisfaction with their roles in work life and personal life. The shifting work schedule allows employees to manage their time flexibly between work and hobbies and other personal activities.

This statement is in accordance with previous research by Lukmiati Ranti (2020) which states that work life balance has a positive and significant effect on employee performance. Based on the results of the linear regression analysis explaining the positive regression coefficient, it is said that work life balance on employee performance has a positive effect and shows a significant value of 0.000 <0.05, which can be interpreted as a positive and significant influence between the work life balance variable and employee performance. Where employees of PT. Muara Tunggal Sukabumi Regency have a balance of work with personal time / work life balance and good performance.

### The influence of the work environment on employee performance
In this study, the hypothesis states that the work environment has a positive and significant influence on employee performance, so that**Hypothesis 2 is accepted**.The influence of the work environment on employee performance can be seen from the highest average (mean) value on the X2.8 indicator of 4.16, which shows that most employees at the assistant store leader level can work together and socialize with the team, both fellow co-workers and subordinates. This shows that the age difference between assistant store leader employees and subordinates is not a problem because they can work professionally and support each other and work together as a team to achieve the company's predetermined targets. Referring to the results of previous studies, the results of this study are in line with the research of Damayanti et al (2021) which states that partially the work environment has a positive and significant effect on employee performance. The researcher explained that the better the work environment, the better employee performance will be.

### The influence of work life balance on employee performance through work motivation
Work motivation is a process as a person's initial step in taking action due to physical and psychological deficiencies or in other words the drive shown to achieve certain goals. Research by Ahmada Umami (2020) states that work motivation can strengthen the influence between work life balance and employee performance. In this study, the hypothesis states that work life balance has an effect on employee performance through work motivation. The analysis results found that work life balance has a significant positive effect on employee performance through work motivation. So hypothesis 3 is accepted. This means that the balance between work and personal life not only has a direct impact on performance, but also indirectly improves performance through increased work motivation.

If we look at previous research that has been conducted previously, the research results are in line with research conducted by Ahmada, Rizal Umami (2021) who stated that work motivation can positively mediate the influence of work-life balance on employee performance.

**The influence of the work environment on employee performance through work motivation**

The work environment is one of the important factors that influence the company's achievements. A good work environment supports the implementation of work so that employees have a work spirit and help encourage their motivation, the more comfortable the work environment, the more employee performance increases. In this study, the hypothesis states that the work environment has an effect on employee performance through work motivation. In the analysis results, it was found that the work environment has a non-significant effect on employee performance through work motivation so that**Hypothesis 4 is rejected**. The results show that the work environment has a direct influence on employee performance and also influences work motivation, but work motivation does not significantly channel (mediate) the influence of the work environment on performance. This means that the work environment affects employee performance directly, not through increasing work motivation.

**CONCLUSION**
Based on the results of the analysis and discussion in the research, the following conclusions can be drawn:

1. Work life balance contributes to employee performance. These results indicate that employees at the assistant store leader level in Surabaya, West Surabaya and Sidoarjo districts are able to balance work demands with personal life showing optimal performance.
2. Work environment contribute on employee performance. Employees at the assistant store leader level in Surabaya, West Surabaya and Sidoarjo districts have a comfortable and safe work environment that directly encourages productivity and work effectiveness. And the existence of good social relations creates a work atmosphere that supports improving employee performance.
3. Work life balance contributes to employee performance through work motivation. From these results, employees at the assistant store leader level in Surabaya, West Surabaya and Sidoarjo districts showed that work life balance encourages work motivation, commitment and loyalty, which has an impact on increasing work results.
4. The work environment does not contribute directly to employee performance through work motivation. Shows that the work environment increases work motivation, but the influence is not strong enough to improve employee performance. This shows that the work environment has a more direct impact than through work motivation on employee performance.

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