
The Influence of Work-Life Balance and Job Satisfaction on Employee Performance at UMKM Menteng Jaya

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ABSTRACT

This study aims to determine the effect of Work Life Balance and job satisfaction on employee performance at UMKM Menteng Jaya. Employee performance is one of the key factors in increasing productivity and business sustainability, especially in the UMKM sector. This study uses a quantitative approach with a survey method by distributing questionnaires to all employees of UMKM Menteng Jaya, with a total sampling technique of 56 respondents. The data collected were then analyzed using SPSS software version 27. The results of the study showed that Work Life Balance had a significant effect on employee performance. In addition, job satisfaction was also proven to have a significant effect on employee performance. And Work Life Balance and job satisfaction simultaneously have a significant effect on employee performance. This proves that balanced and satisfying human resource management has a major influence on employee productivity in the UMKM sector.

Keywords: Work Life Balance, Job Satisfaction, Employee Performance, UMKM, SPSS

1. INTRODUCTION

In the current era of accelerated globalization, the work environment is experiencing dynamic and complex transformations. Human Resources (HR) is the main element in every company or organization, which has a vital role and has a big influence on the overall operations of the company (Kawitarka & Pambreni et al., 2024). The effectiveness of this environment, supported by high-quality human resources, constitutes a fundamental element in determining the success of an organization (Wright & Cropanzano et al. 2020). Human resources hold a pivotal role within organizational structures, often regarded as more critical than other components such as capital, technology, or financial resources. Human resources, as a key factor, play a crucial role in determining an organization's success in achieving its objectives (Mardiani & Widiyanto, 2021). Therefore, employees are required to be capable of balancing their work and personal lives.

Employee work-life balance needs to be supported by organizations through the provision of facilities, programs, and specific policies that facilitate the execution of their tasks and enhance their well-being (Cooke & Wong et al., 2019). Employees who are able to achieve a good work-life balance are, in turn, less likely to experience depression and anxiety (Sprung & Rogers, 2021). When someone has difficulty in organizing their schedule and is unable to manage their home life well, this can lead to depression, decreased work productivity, family conflict, and prolonged fatigue (Jaysan & Sudari et al., 2024).

The ability of employees to maintain a balance between work and quality personal life should also become a focal point for institutions, as it contributes to higher job satisfaction among employees (Barage & Sudarusman, 2022)). Employee satisfaction is also essential to be improved. Job satisfaction is closely linked to individual well-being and organizational productivity (García & Peiro et al., 2020)).

At MSME Menteng Jaya, the dynamic nature of work schedules presents a challenge in maintaining a balance between work and personal life. High workloads often require employees to work outside of established working hours. Micro, Small and Medium Enterprises (MSMEs) have a very important role in driving economic growth and stability in Indonesia (Noviyanti & Anawati et al., 2025).

2. LITERATURE REVIEW

a. Definition Of Work Life Balance

According to Lukmiati & Samsudin et al., (2020), work-life balance is an individual's ability to maintain a balance between their obligations at work and personal needs outside of work. Furthermore, work-life balance is an employee's ability to balance work and personal life, which encourages employee satisfaction at work, and a beneficial work-life balance program will shape employee satisfaction in their work (Aruldoss & Kowalski et al., 2021). A conducive work environment is one of the intuitive qualities of a good work life, intuitively balancing work satisfaction by providing a better reward system, job security, and balanced opportunities for employees (Leitão & Pereira et al., 2019). According to Aliya & Saragih, (2020) work-life balance produces a significant positive impact on job satisfaction because employees are able to maintain a balance of engagement.

b. Definition Of Job Satisfaction

Job satisfaction is an individual's feelings and assessment of their work, including working conditions and the impact of the job on fulfilling their expectations, needs, and desires (Asmah & Sudarso, 2019). Meanwhile, according to Ibrahim & Tewal et al., (2021) job satisfaction is a feeling of satisfaction or positive emotion resulting from an employee's assessment of their work or work experience. The higher the workload and psychological pressure, the lower employee job satisfaction (Udriyah & Riyadi et al., 2019). Job satisfaction also refers to an employee's emotional feelings based on the results of their completed work. If the work produced good results, employees will feel satisfied and proud of it (Oktaviani & Mayasari, 2021).

c. Definition Of Employee Performance

According to Maharani & Tjahjono (2024), performance is defined as the work results produced by individuals in an organizational context, and includes individual contributions to organizational goals and individual abilities to achieve work goals. Employee performance can also be interpreted as activities carried out by employees to achieve organizational goals. Dimensions such as shared values, open communication,

supportive leadership, and an emphasis on individual development are important drivers in creating a conducive work environment and increasing employee motivation and performance (Sentanu & Ridho et al., 2024).

3. THINKING FRAMEWORK

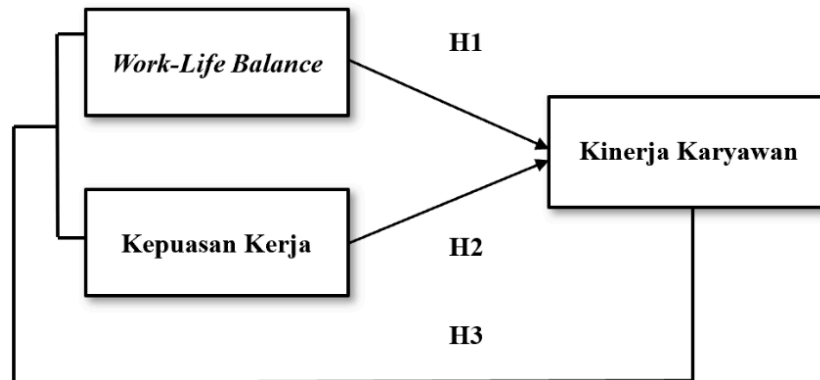


Figure 1. Thinking Framework
Source : Data Processed, 2025

The Influence Work Life Balance on Employee Performance at UMKM Menteng Jaya

Employees encounter situations that allow them to intuitively balance their personal lives with work time. Foanto et al., (2020) state that one of the causes of declining employee performance is a lack of balance between personal life and work, or Work Life Balance (Lukmiati & Samsudin et al., 2020). Research findings indicate that work-life balance has a positive and significant partial effect on employee performance (Shakila & Mega et al., 2022). Research findings (Abdirahman & Iliyasu et al., 2020) also indicate that work-life balance has a positive effect on employee performance.

H1: Work-life balance has an impact on the performance of UMKM Menteng Jaya employees.

The Influence of Job Satisfaction on Employee Performance at UMKM Menteng Jaya

Job satisfaction is a key concept in an organization, because it can influence individual work performance and morale (Muliawati & Surabaya, 2020). Based on research results by Rosmaini & Tanjung (2019) showed that job satisfaction has a significant influence on employee performance. If employee satisfaction is high, this encourages an increase in the influence of optimal performance, the higher the job satisfaction, the effect on performance will also increase. The opposite can also apply, if job satisfaction is high, the effect on performance will decrease, so it can be assumed that employee performance will increase if employee satisfaction is high. This is supported by research conducted by (Fitrianto, 2020) which states that job satisfaction has a significant positive influence on employee performance.

H2: Job satisfaction influences the performance of UMKM Menteng Jaya employees.

The Influence of Work-Life Balance and Job Satisfaction on Employee Performance at Menteng Jaya

Research Bataineh, (2024) shows that work-life balance and job satisfaction have a significant positive impact on employee performance. Research by Pratama & Handayani

(2022) further adds that the combination of work-life balance and job satisfaction has a more significant impact on employee performance than either factor alone. Maintaining a work-life balance provides employees with sufficient energy to complete their work, while job satisfaction increases motivation to achieve optimal work results.

H3: Work Life Balance and Job Satisfaction influence the performance of Menteng Jaya employees.

4. RESULTS AND ANALYSIS

A. INSTRUMEN TEST

1) Validity Test

Ghozali (2021) explains that validity testing is used to assess whether a questionnaire can be considered valid in measuring the intended variable. Validity testing can be performed using the SPSS application by testing the Pearson correlation (r count). Validity testing is used to compare the table r and the calculated r . The data will be managed and analyzed using SPSS version 27 statistical software.

Table 1. Validity Test

Variable	Item	$r_{\text{calculate}}$	r_{table}	Conclusion
<i>Work Life Balance</i>	X1.1	0,865	0,361	Valid
	X1.2	0,692	0,361	Valid
	X.13	0,727	0,361	Valid
	X1.4	0,470	0,361	Valid
	X1.5	0,828	0,361	Valid
	X1.6	0,779	0,361	Valid
<i>Job Satisfaction</i>	X2.1	0,688	0,361	Valid
	X2.2	0,778	0,361	Valid
	X2.3	0,820	0,361	Valid
	X2.4	0,614	0,361	Valid
	X2.5	0,712	0,361	Valid
	X2.6	0,767	0,361	Valid
	X2.7	0,640	0,361	Valid
	X2.8	0,596	0,361	Valid
<i>Employee Performance</i>	Y.1	0,796	0,361	Valid
	Y.2	0,785	0,361	Valid
	Y.3	0,847	0,361	Valid
	Y.4	0,751	0,361	Valid
	Y.5	0,779	0,361	Valid
	Y.6	0,910	0,361	Valid
	Y.7	0,707	0,361	Valid
	Y.8	0,693	0,361	Valid

Source : Data Processed by SPSS 27, 2025

Based on the table above, there are 22 statements, with 6 statements to measure the validity of Work Life Balance, 8 statements for Job Satisfaction, and 8 statements for Employee Performance. This validity test analysis shows that all statements are valid because the calculated r correlation value is greater than the table r correlation value (calculated $r >$ table r).

2) Reliability Test

An item in an instrument is declared valid if the correlation value (calculated r) is greater than the table r value. The table r used is calculated using the formula $df = n - 2$, namely $30 - 2 = 28$, resulting in a table r value of 0.361 at a significance level of 0.05.

Table 2. Reliability Test

No.	Variable	Hasil Uji Reliabilitas		Conclusion
		Cronbach's Alpha	Sig.	
1.	Work Life Balance (X1)	0,820	> 0,6	Realibel
2.	Job Satisfaction (X2)	0,850	> 0,6	Realibel
3.	Performance (Y)	0,909	> 0,6	Realibel

Source : Data Processed by SPSS 27, 2025

Based on the reliability test results, all variables in the study showed reliable results. The Cronbach's Alpha value for the Work-Life Balance (X1) variable was 0.820, Job Satisfaction (X2) was 0.850, and Performance (Y) was 0.909. Since all values were above 0.6, it can be concluded that the instrument used in this study was consistent and suitable for measuring each variable.

B. CLASSICAL ASSUMPTION TEST

1) Normality Test

Residual normality can be declared fulfilled if the asymptotic significance value (asymp. Sig) shows a figure of 0.05 or more.

Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test			
N			Unstandardized Residual 56
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		4.98060312
Most Extreme Differences	Absolute		.094
	Positive		.072
	Negative		-.094
Test Statistic			.094
Asymp. Sig. (2-tailed) ^c			.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.		.240
	99% Confidence Interval	Lower Bound	.229
		Upper Bound	.251
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.			

Source : Data Processed by SPSS 27, 2025

2) Multicollinearity Test

If the VIF value is below 10, it can be concluded that there is no multicollinearity among the independent variables. Indicators of multicollinearity are when the tolerance value is ≤ 0.10 or the VIF value is ≥ 10 .

Table 4. Multicollinearity Test

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error				Beta	Tolerance
1	(Constant)	20.360	3.774		5.395	.000		
	Work Life Balance	.269	.159	.242	1.694	.096	.795	1.259

Kepuasan Kerja	.195	.139	.199	1.397	.168	.795	1.259
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a. Dependent Variable: Kinerja

Source : Data Processed by SPSS 27, 2025

Based on Table 4.13, the results of the multicollinearity test show that the tolerance value for the Work-Life Balance and Job Satisfaction variables is 0.759, and the Variance Inflation Factor (VIF) value for both is 1.259. Since the tolerance value is greater than 0.10 and the VIF is less than 10, it can be concluded that there is no multicollinearity among the independent variables. This means that the independent variables in the model do not influence each other significantly or perfectly, so the regression model meets the multicollinearity assumptions and is suitable for use.

3) Heteroscedasticity Test

The heteroscedasticity test is performed to assess whether there is inconsistency in the residual variance between observations in a regression model. If the residual variance is constant or uniform, this condition is called homoscedasticity. However, if the variance varies, it is called heteroscedasticity.

Table 5. Heteroscedasticity Test

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	3.736	2.537		1.473	.147
	Work Life Balance	-.066	.107	-.095	-.620	.538
	Kepuasan Kerja	.045	.094	.074	.481	.632

a. Dependent Variable: ABS RES

a. Dependent Variable: Kinerja

Source : Data Processed by SPSS 27, 2025

Based on the results of the heteroscedasticity test, the significance value for the Work-Life Balance variable was 0.538 and for Job Satisfaction was 0.632. Since both values are greater than 0.05, it can be concluded that there are no symptoms of heteroscedasticity in the regression model. Thus, the residual variance is declared constant and the classical assumptions of heteroscedasticity are met, making the regression model suitable for further analysis.

C. HYPOTHESIS TEST

1) Partial Test (t-test)

The partial test or t-test is used to determine whether each independent variable individually has a significant effect on the dependent variable in a study (Ghozali, 2021).

Table 6. Partial Test (t-test)

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	20.360	1.547		13.160	.000
	Work Life Balance	.269	.065	.452	4.132	.000
	Kepuasan Kerja	.195	.057	.373	3.408	.001

a. Dependent Variable: TOTAL Y

a. Dependent Variable: Kinerja

Source : Data Processed by SPSS 27, 2025

Based on Table 6, the results can be obtained as follows:

- it is known that the Work Life Balance variable has a significance value of 0.000, which is smaller than the significance level of 0.05. With a sample size of 56 respondents, the degrees of freedom (df) are calculated using the formula $n - k - 1$

= $56 - 2 - 1 = 53$, resulting in a t-table value of 1.674. Meanwhile, the calculated t-value for Work Life Balance is 4.132, greater than the t-table. Therefore, it can be concluded that H_1 is accepted, meaning that Work Life Balance has a significant effect on the performance of UMKM Menteng Jaya employees.

- b. It is known that the job satisfaction variable has a significance value of 0.001, which is smaller than the significance limit of 0.05. In addition, the calculated t value of 3.408 is smaller than the t table of 1.674. Thus, H_2 is accepted, which means that job satisfaction significantly affects the performance of UMKM Menteng Jaya employees.

2) SIMULTANEOUS TEST (F-TEST)

The F-test is conducted using a significance level of 0.05 or 5%. If the F-value is less than 0.05, it can be concluded that there is a joint influence between the independent and dependent variables (Ghozali, 2021). Conversely, if the significance value is greater than 0.05, the null hypothesis (H_0) is accepted and the alternative hypothesis (H_a) is rejected.

Table 7. Simultaneous Test (F-Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	225.773	2	112.886	26.087	.000 ^b
	Residual	229.348	53	4.327		
	Total	455.120	55			

a. Dependent Variable: TOTAL Y
b. Predictors: (Constant), Kepuasan Kerja, Work Life Balance

Source : Data Processed by SPSS 27, 2025

Based on the results of the F test, the calculated F value was 26.087 with a significance level of 0.000. This value is greater than the F table of 4.02 (at $df_1 = 2$ and $df_2 = 53$ with $\alpha = 0.05$), thus indicating that the regression model used is statistically significant. Thus, Hypothesis 3 (H_3) which states that Work Life Balance and Job Satisfaction simultaneously have a significant effect on improving the performance of Menteng Jaya MSME employees can be accepted. These results indicate that the two independent variables, when combined, have a significant influence on employee performance.

3) COEFFICIENT OF DETERMINATION TEST

The adjusted R-square value was used because it is considered to provide more accurate and stable estimation results in representing the relationship between variables (Ghozali, 2021). The results of the coefficient of determination test in this study are shown below:

Table 8. Coefficient Of Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.704 ^a	.496	.477	2.08022

a. Predictors: (Constant), Kepuasan Kerja, Work Life Balance

Source : Data Processed by SPSS 27, 2025

The coefficient of determination test, the R Square value of 0.496 indicates that 49.6% of the variation in employee performance at UMKM Menteng Jaya can be explained by the Work-Life Balance and Job Satisfaction variables. Meanwhile, the remaining 50.4% is explained by other factors outside this research model. Thus, although Work-Life Balance and Job Satisfaction have a simultaneous effect on employee

performance, their contribution to the overall Employee Performance variable is still limited.

4) MULTIPLE LINEAR REGRESSION

According to Ghozali (2021), Multiple Linear Regression is used for research that has more than one independent variable. The results of multiple regression analysis can be seen in the following table:

Table 9. Multiple Linear Regression

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.360	1.547		13.160	.000
	Work Life Balance	.269	.065	.452	4.132	.000
	Kepuasan Kerja	.195	.057	.373	3.408	.001

a. Dependent Variable: TOTAL_Y

Source : Data Processed by SPSS 27, 2025

Based on Table 9, the regression equation is obtained as follows:

$$Y = 20,360 + 0,269 X_1 + 0,195 X_2$$

- The constant value of 20.360 indicates that if Work Life Balance (X_1) and Job Satisfaction (X_2) are considered non-existent or have a value of zero, then Employee Performance (Y) is estimated to be at 20.360. This means that in conditions without the influence of these two variables, there is still a contribution from other factors outside the model that cause performance to remain at that basic level.
- The coefficient value of 0.269 is positive, indicating that Work-Life Balance has a unidirectional effect on employee performance. This means that every one-unit increase in Work-Life Balance will increase employee performance by 0.269, assuming Job Satisfaction remains constant.
- The regression coefficient of 0.195 is also positive, indicating that the higher the job satisfaction experienced by employees, the higher their performance tends to be. Each one-unit increase in job satisfaction is estimated to increase performance by 0.195, assuming work-life balance remains constant.

5. CONCLUSION

Based on the research results, it can be concluded that Work-Life Balance and Job Satisfaction significantly influence Employee Performance at Menteng Jaya MSMEs, both partially and simultaneously. Employees who are able to maintain a balance between work and personal life and are satisfied with their work environment tend to have better performance. These two factors together explain 49.6% of the variation in employee performance, demonstrating the importance of balanced and satisfactory human resource management in the MSME sector.

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