

CORRELATION OF WORK-LIFE BALANCE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT PT KAI LOGISTICS

Rachmat Maruli Siregar^a, Ahmad Bimo Athallah^b, Devi Marlita^c, Siti Nurhayati^d

^{1,2,3,4}Faculty of Management and Business, Institut Transportasi dan Logistik Trisakti,
Jakarta, Indonesia

Corresponding author: rachmatmaruli11@gmail.com

Abstract: Performance is defined as a measure of what an employee has achieved and their contribution to the company. This study focuses on the issues of maintaining work-life balance and motivation in the logistics industry. This study aims to determine how these two factors impact employee performance at PT KAI Logistics. This research method uses a quantitative approach. The research data collection was carried out by direct questionnaire method using a *simple random sampling* technique to see the influence of the independent variable work-life balance and mediator variable work motivation with employee performance with a total research sample of 33 employees at PT KAI Logistics. The analysis test used is SmartPLS 4 with the Structural Equation Modeling (SEM) analysis method. This study identified a positive and significant correlation between work-life balance and work motivation on employee performance at PT KAI Logistics.

Keywords: *Work-Life Balance, Work Motivation, Employee Performance, Employee Effectiveness, Human Resource*

1. Introduction

Human Resources (HR) are the cornerstone of any business operations. Efficient resource management is critical to achieving success and meeting goals. HR plays a role in executing strategies and plans in an organization. Through the utilization of resources, an organization can implement its goals effectively. Prioritizing HR management is essential for organizations to achieve their targets with HR development initiatives that play a role in workforce management.

Work-life balance is an important issue that human resource management in a company needs to take seriously to give employees enough time to satisfy both their professional and personal responsibilities. Consideration of a flexible work environment can enable a balance of responsibilities between personal and professional work interests in employees. Companies that do not pay attention to this important issue generally experience a decrease in employee productivity and work performance (Susanto et al., 2022)

Work-life balance (WLB) is a term commonly found in large companies and is associated with corporate well-being. Work-life balance refers to the balance between work,

family responsibilities, and various other personal activities. This shows that there is a balance between the work and personal life of employees to avoid overlapping situations between personal life and work. Generally, Work-Life Balance is a major concern for employees who also act as parents who also have responsibilities in caring for children, so they also consider Work-Family Balance (WFB) (Gragnano et al., 2020; Susanto et al., 2022).

The existence of a balance between personal life and work is an important issue in creating a healthy and prosperous life, both physically and mentally. Work-Life Balance has a positive impact in supporting increased job satisfaction and work motivation. Zheng et al., (2016) research demonstrates that Work-Life Balance has an indirect effect on employee well-being while also improving individual positive attitudes and life strategies in each employee.

Work-life balance involves managing several responsibilities, including work, home, and other parts of life. This is a crucial subject to investigate for both the corporation and its personnel. In the present circumstance, a corporate organization requires higher productivity from employees and expects employees to have a good work-life balance so that they can make a more meaningful contribution to the growth and success of a corporate organization (Salolomo & Agbaeze, 2019)

Work motivation is one of the factors in achieving optimal performance of an employee. Work motivation is an internal or external motivation that affects the enthusiasm and desire of an employee to achieve a certain goal at work. Work motivation inspires individuals to work creatively and innovatively toward company goals (Marlita et al., 2023).

PT Kereta Api Logistik (KALOG) is a company under PT Kereta Api Indonesia (Persero) that offers rail-based logistics distribution services with door-to-door (DTD) service coverage. The role of PT KALOG is inseparable from the company's responsibility to provide the best service to the public. Success in providing services to the public can be achieved with good employee performance with effective communication in increasing employee morale (Sarjono & Prasetyo, 2021). Based on research by Pebriana et al., (2021), it is found that employee productivity has a significant influence on work effectiveness in employees of PT Kereta Api Logistik Yogyakarta Branch. This study aims to analyze the relationship between Work-life balance and employee performance through work motivation at PT KAI Logistics in the Jakarta area to determine the achievement of the company's goals to serve the community.

2. Literature Review

2.1. Work-Life Balance

Work-life balance can be defined as a balance in a person's life that does not forget their duties and obligations at work and does not neglect all aspects of their personal life (Arifin & Muharto, 2022). According to Ramdhani et al., (in Rohmatiah & Widodo, 2023) work-life balance is the achievement of quality of life because individuals can manage the complexity of the world of work and their world. Greenhaus et al., (in Tamunomiebi & Oyibo, 2020) also

defines this as an individual's engagement and satisfaction with their work and family roles. According to Greenhaus et al., (in Yanthy et al., 2020) work-life balance is divided into three aspects, (1) time balance: maintain an even balance of time between work and personal life, (2) involvement balance: equivalent psychological engagement with positions related to work and family, and (3) satisfaction balance: balanced fulfillment in work and family responsibilities. From several definitions, it can be concluded that work-life balance is the key to achieving a good quality of life through effective management of the demands of work and personal life.

2.2. Work Motivation

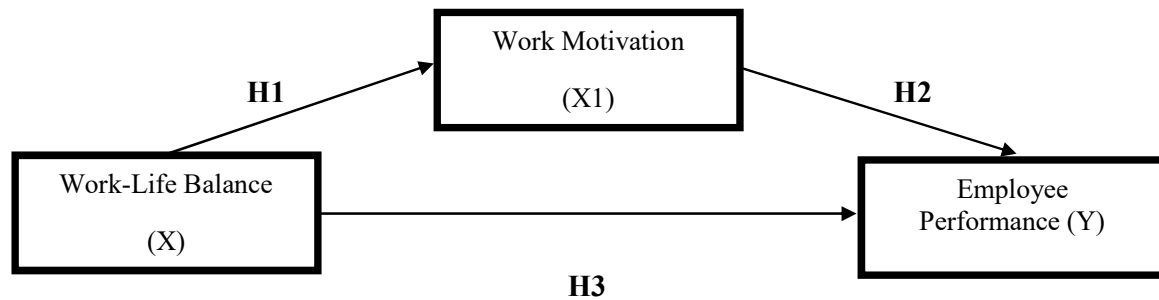
Motivation can stem from various factors, such as a high income, supportive leadership, enough work facilities, a pleasant working environment, and supportive coworkers (Hasibuan & Silvy, 2019). Work motivation is the drive or enthusiasm that moves a person to do work with all efforts and work effectively to achieve company goals (Nur Adinda et al., 2023). According to Stokes et al., (in Wisuda Putri & Astuti, 2022) states that work motivation is a key emotional component of a new job and serves as an encouragement for individuals to perform their jobs effectively. It additionally takes on a significant role in determining success or failure in a variety of contexts. According to Maslow (in Handayani et al., 2020) There are five indicators of work motivation, (1) Physiological Needs: the need for alleviation from hunger, thirst, and exhaustion, as well as protection from environmental conditions, (2) Security Needs: the need to be protected from the risk of physical injury, (3) Social Needs: The need for affection, emotional support, and a sense of belonging to social groups and communities, (4) Needs for Self-esteem: the need to achieve, confidence, recognition, and prestige, and (5) Self-Actualization: The need to realize all one's capabilities to attain self-satisfaction, particularly in specific fields of endeavor or goals. Motivation is a need-satisfaction process that drives individuals to work towards corporate goals and accomplish maximum achievements (Pancasila et al., 2020).

2.3. Employee Performance

Performance is the outcome both in terms of quantity and quality that an employee achieves while performing their position in line with the tasks assigned to them. fulfill his obligations in line with the tasks assigned to them (Siagian et al., 2023). According to Jufrisen (in Jufrisen & Hadi, 2021) Employee performance refers to the quality and quantity of tasks completed by employees according to their jobs in the company. According to Kasmir (in Suryawan & Salsabilla, 2022) performance is the result of work done by individuals in carrying out their duties and responsibilities on the job. According to Robbins (in Yenni & Ap, 2019) There are 5 indicators to measure individual employees. (1) Work quality: measured by employees' perceptions of work quality and task performance in relation to their skills and abilities., (2) Quantity: the quantity produced is expressed in metrics such as the number of units or cycles of completed activities, (3) Timeliness: the extent to which tasks are finished on schedule, considering the coordination with output results and optimizing available time for

other activities, (4) Effectiveness: the extent to which organizational resources—such as manpower, technology, money, and raw materials—are optimized to enhance the yield per unit of resource use, and (5) Independence: the extent to which an employee can perform their job functions, demonstrate commitment to the organization, and uphold responsibility for their role.

Conceptual Framework



Hypothesis

Hypothesis 1: It is suspected that there is a correlation between Work-Life Balance to Work Motivation of PT KAI Logistics.

Hypothesis 2: It is suspected that there is a correlation between Work Motivation to Employee Performance of PT KAI Logistics.

Hypothesis 3: It is suspected that there is a correlation between Work-Life Balance to Employee performance of PT KAI Logistics.

3. Research method

Number	Approach	Description
1.	Quantitative	This research uses a correlational method with a quantitative approach method.
2.	Analysis Tools	This type of research uses simple random sampling techniques. This study uses the population of PT KAI Logistics employees. The simple random sampling method was used to collect data through a questionnaire via Google Form, and a 1-4 Likert scale was used to obtain responses consisting of 13 indicators from 3 variables. The sample collected was 33 respondents with the criteria of employees working at PT KAI

Logistics. The minimum number of participants needed in this study was determined using the Slovin.

$$n = \frac{N}{1 + N(e)^2}$$

n: sample size

N: population size

e: error rate

With a 15% error rate, the formula is $n = N / (1 + N (e)^2) = 130 / 1 + 130 (0.15)^2 = 33.121201091$, implying that the entire sample is around 33 respondents.

3.	Variable Measurement	Several variables used in this study include independent variables, namely work-life balance with several indicators according to greenhaus's theory, which includes time balance, involvement balance, and satisfaction balance. And the mediating (intervening) variable, namely work motivation with several indicators according to maslow theory, which includes physiological needs, security needs, social needs, needs for self-esteem, and self-actualization.and involve the dependent variable, namely employee performance with several indicators according to robbins theory, which includes work quality, quantity, timeliness, effectiveness, and independence. The instruments in the study were measured using a Likert scale consisting of 4 points including (1) Strongly Disagree, (2) Disagree, (3) Agree, (4) Strongly Agree. The software used is SmartPLS-4, and the data is analyzed using SEM-PLS (Structural Equation Modeling Partial Least Squares) technique.
----	-------------------------	--

4. Results and discussion

After distributing the questionnaire through Google Structure, the researcher found the following results:

4.1. Outer Model Testing

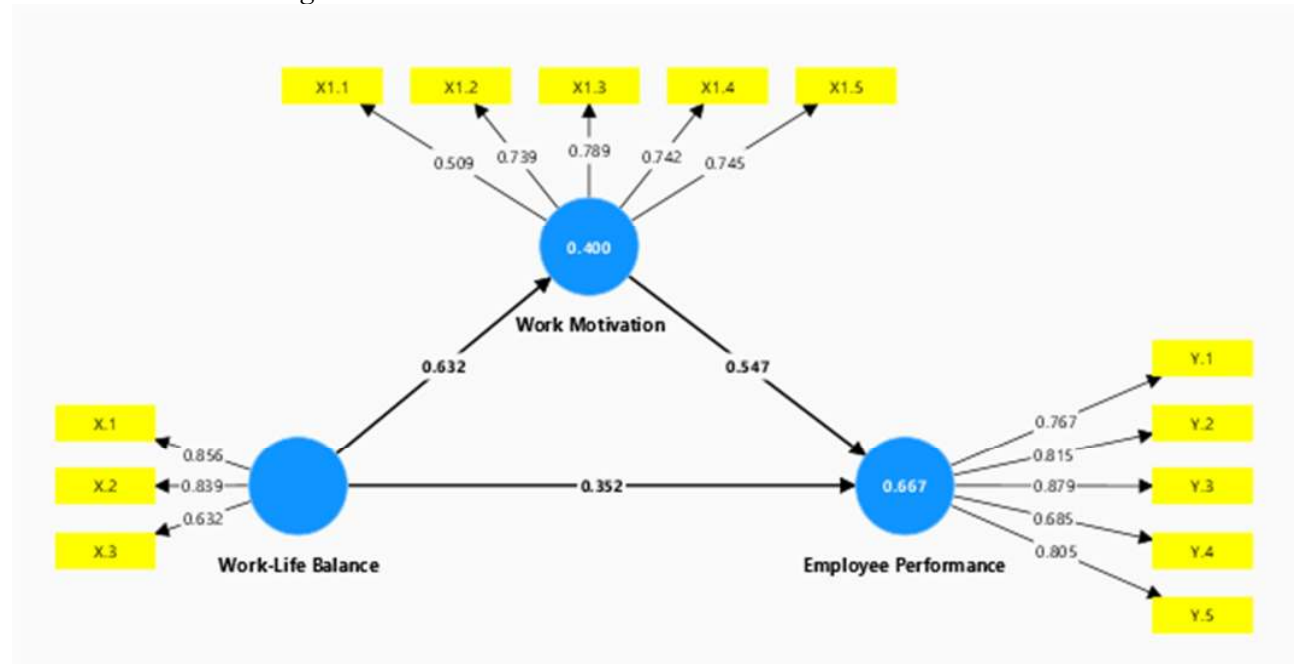


Fig. 1 PLS Algorithm

The Outer model, also known as the measurement model or outer connection, describes how each indicator block is directly related to the latent variable. according to Ghazali (in Empiris et al., 2021) The loading factor value can be stated as an ideal measure as an indicator that measures the construct is 0.70. For early-stage research using a measuring scale, a loading value of 0.50 to 0.60 is sufficient.

Table 1
Validity Test

VARIABLE	Work-Life Balance (X)	Work Motivation (X1)	Employee Performance (Y)	Result
X.1	0.856			Valid
X.2	0.839			Valid
X.3	0.632			Valid
X1.1		0.509		Valid
X1.2		0.739		Valid
X1.3		0.789		Valid
X1.4		0.742		Valid
X1.5		0.745		Valid
Y.1			0.767	Valid
Y.2			0.815	Valid
Y.3			0.879	Valid
Y.4			0.685	Valid
Y.5			0.805	Valid

The results in table 1 show that the 13 indicators of the work-life balance factor statement and work motivation on employee performance already have a value greater than 0.70 which indicates that the requirements for convergence validity have been met, a loading factor of 0.50 to 0.60 can be deemed sufficient, other techniques can also ensure convergence validity.

Table 2

Reliability Test

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)	Result
Work-Life Balance	0.711	0.766	0.823	0.612	Reliable
Work Motivation	0.750	0.771	0.834	0.507	Reliable
Employee Performance	0.851	0.862	0.894	0.628	Reliable

Based on the data above with the calculation reliability test, all indicators used in this study are reliable, with the results of all variables in this trial being reliable by obtaining Cronbach alpha > 0.7, Composite reliability > 0.7, and Ave > 0.5.

Table 3

R Square

VARIABLE	R-square	R-square adjusted	Result
Work Motivation	0.400	0.381	Low
Employee performance	0.667	0.645	Moderate

The class for the R-square value of 0.75 is classified as strong, 0.50 is classified as medium, and 0.25 is classified as weak. In Table 3, the research results of the bootstrapping method show that work-life balance and work motivation on employee performance as shown in the R-square table are 0.667 or 66.7%, which means 33.3% of the variables are in variables not included in the research. work-life balance on work motivation R-square is 0.400 or 40%, which means 60% is a variable that is not included in the study.

Table 4

Path coefficients

Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Result
Work-life Balance → Work Motivation	0.632	0.668	0.101	6.256	0.000	Accepted
Work Motivation → Employee Performance	0.547	0.552	0.149	3.666	0.000	Accepted
Work-life Balance → Employee Performance	0.352	0.358	0.159	2.217	0.027	Accepted

This study uses the P-value value for hypothesis testing. If the P-values obtained are more significant, the hypothesis is accepted. Based on Table 4, the following details can be provided to test the research hypothesis.

Correlation of Work-Life Balance to Work Motivation

The outcomes of the approximated statistical test value of the positive effect of work-life balance on work motivation at PT KAI Logistics have a p-value (0.000) < 0.05. These

findings support the acceptance of H1, which indicates that work-life balance significantly and positively affects employee performance at PT KAI Logistics. This research is in line with the research Behera & Pahari (2022) Work-life balance has a positive and significant influence on work motivation.

Correlation of Work Motivation to Employee Performance

The results of statistical testing of the estimated value of the positive effect of work motivation on employee performance at PT KAI Logistics have a p-value $(0.000) < 0.05$. These findings support the acceptance of H2, which indicates that work motivation significantly and positively affects employee performance at PT KAI Logistics. This research is in line with the research (Marlita et al., 2023; Sidjabat, n.d, 2023) that motivation has a positive and significant influence on performance.

Correlation of Work-Life Balance to Employee Performance

The results of statistical testing of the estimated value of the positive effect of work-life balance on employee performance at PT KAI Logistics have a p-value $(0.027) < 0.05$. Based on these results, it can be stated that H1 is accepted because the work-life balance has a positive and significant influence on employee performance at PT KAI Logistics. This research is in line with (Bataineh, 2019; Primadi Candra Susanto et al., 2023) Work-life balance has a positive and significant influence on employee performance.

5. Conclusion

This study investigates the correlation between work-life balance and work motivation with employee performance of PT KAI Logistics. Thus, researchers concluded hypothesis 1 (H1), which indicates that work-life balance has a significant effect on work motivation. The results of this study indicate that the higher the level of work-life balance in a company, the higher the level of motivation of an employee. When an employee has a work-life balance, can divide time between work and family, and has a flexible schedule, this can increase the motivation of an employee (Yosua, 2020). The second hypothesis (H2) is that work motivation has a significant relationship to employee performance. In addition, work motivation is also proven to have a positive and significant effect on employee performance. Work motivation has a relationship with employee performance. High ability that is also backed by motivation will result in good diversity in the form of higher productivity (Marlita et al., 2023). The third hypothesis (H3) states that work-life balance has a significant effect on employee performance. The results of this study indicate that the higher the level of work-life balance in a company, the higher the level of performance given by an employee to his company. Having a healthy work-life balance makes it easier for employees to carry out the tasks assigned more effectively and efficiently (Bataineh, 2019). As a result, this study concludes that both work-life balance and work motivation significantly improve employee performance at PT KAI Logistics.

6. Implication

According to the results of the research that has been conducted, PT KAI Logistics can fulfill the work-life balance needs of employees in supporting employee performance at PT KAI Logistics. PT KAI Logistics can motivate employees by implementing a reward system to reward performance and provide career development opportunities and relevant training. However, there are negative responses to several indicators for each variable. First, In Work Motivation (X1), employees express dissatisfaction with the wages they receive. To minimize this dissatisfaction response, PT KAI Logistics can provide more benefits for employees who produce more performance for PT KAI Logistics. Second, on Work-Life Balance (X), there is a negative response when employees cannot do their things outside of working hours. Therefore PT KAI Logistics needs to increase the flexibility of working hours in supporting employees to balance their personal and professional lives.

7. Research Limitation

This study has several limitations that can be used as measures and incentives for future researchers to obtain better research results and advance knowledge in the field, as follows: (A) This study uses one independent variable, namely Work-Life Balance, one dependent variable, namely Employee Performance and one mediating (intervening) variable, namely Work Motivation. (B) Researchers only examined 33 respondents of PT KAI Logistics employees. (C) Scientists conducted research at the time of implementation from July 2024 to October 2024.

References

- Arifin, M., & Agus Muharto. (2022). Pengaruh Worklife Balance Terhadap Kinerja Karyawan (Studi Pada PT. Livia Mandiri Sejati Pasuruan). *Riset Ekonomi Dan Bisnis*, 15(1), 37–46.
- Bataineh, K. adnan. (2019). Impact of Work-Life Balance, Happiness at Work, on Employee Performance. *International Business Research*, 12(2), 99. <https://doi.org/10.5539/ibr.v12n2p99>
- Behera, C., & Pahari, S. (2022). *Influence of Work-Life Balance on Employee Motivation: A study on Female Millennials of Selected IT-BPM Sectors in Kolkata, India*. <http://journalppw.com>
- Empiris, S., Manufaktur Yang Terdaftar, P., Efek, B., Herdiansyah, I., & Ghozali, I. (2021). “Dampak Tanggung Jawab Sosial Perusahaan (CSR) Dan Tata Kelola Perusahaan (GCG) Terhadap Kinerja Keuangan Menggunakan Manajemen Laba Sebagai Variabel Mediasi.” *Diponegoro Journal Of Accounting*, 10(3), 14. <http://ejournal-s1.undip.ac.id/index.php/accounting>
- Gragnano, A., Simbula, S., & Miglioretti, M. (2020). Work–life balance: weighing the importance of work–family and work–health balance. *International Journal of*

- Environmental Research and Public Health*, 17(3).
<https://doi.org/10.3390/ijerph17030907>
- Handayani, S., Haryono, S., Peningkatan Motivasi Kerja Pada Perusahaan Jasa Kontruksi Melalui, -Upaya, Bisnis, J., dan Implementasi, T., & Doktor Manajemen, P. (2020). Upaya Peningkatan Motivasi Kerja Pada Perusahaan Jasa Kontruksi Melalui Pendekatan Teori Kebutuhan Maslow Fauziah 3. *JBTI*, 11(1), 44–53.
- Hasibuan, J., & Silvya, B. (2019). *Pengaruh Disiplin Kerja Dan Motivasi Terhadap Kinerja Karyawan*.
- Jufrizen, & Hadi, F. P. (2021). Pengaruh Fasilitas Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan Melalui Motivasi Kerja. *Jurnal Sains Manajemen*, 7(1), 35–54.
- Marlita, D., Setyawati, S. M., & Indrayanto, A. (2023). The Influence of Transformational Leadership and Motivation on Performance with Work Method Variety as a Mediation Variable. *Quality - Access to Success*, 24(196), 156–166.
<https://doi.org/10.47750/QAS/24.196.21>
- Nur Adinda, T., Azis Firdaus, M., & Agung, S. (2023). Pengaruh Motivasi Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan. *Indonesian Journal of Innovation Multidisipliner Research*, 1, 134–143.
- Pancasila, I., Haryono, S., & Sulisty, B. A. (2020). Effects of work motivation and leadership toward work satisfaction and employee performance: Evidence from Indonesia. *Journal of Asian Finance, Economics and Business*, 7(6), 387–397.
<https://doi.org/10.13106/jafeb.2020.vol7.no6.387>
- Pebriana, F., Harimurti, C., & Purnaya, N. (2021). Pengaruh Produktivitas Kinerja Karyawan Terhadap Efektivitas Proses Bongkar Muat Dengan Menggunakan Moda Kereta Api Logistik (Studi Kasus Pada PT. Kereta Api Logistik Cabang Yogyakarta). In *Jurnal Manajemen Logistik* (Vol. 1). <http://ojs.stiami.ac.id>
- Primadi Candra Susanto, Josua Panatap Sohaditama, Wenny Desty Febrian, Bakti Setiadi, & Rachmat Pramukty. (2023). Analysis of Work-Life Balance and Resilience: For Support Employee Performance in Logistics Company. *International Journal of Integrative Sciences*, 2(5), 535–554. <https://doi.org/10.55927/ijis.v2i5.4186>
- Rohmatiah, A., & Widodo, M. (2023). Dampak Work-Life Balance Karyawan Terhadap Kinerja Melalui Organizational Citizenship Behavior. *Manajerial*, 10(2), 215–232.
<https://doi.org/10.30587/manajerial.v10i02.5453>
- Salolomo, B., & Agbaeze, E. K. (2019). Effect of work-life balance on performance of money deposit banks in south-south Nigeria. *Management Science Letters*, 9(4), 535–548.
<https://doi.org/10.5267/j.msl.2019.1.009>
- Sarjono, A., & Prasetyo, I. (2021). *Pengaruh Kompetensi Dan Motivasi Kerja Terhadap Kinerja Melalui Profesionalisme Pegawai PT Kereta Api Logistik*.

- Siagian, A. O., Widyastuti, T., Karsono, B., Suaidy, H. M., Asman, Z., & Susanto, P. C. (2023). *Pengaruh Kepemimpinan, Motivasi, Disiplin, dan Upah terhadap Kinerja Karyawan Bank BNI Syariah Indonesia*. 2(1).
- Sidjabat, S. (n.d.). *The Effect Of Work Motivation And Employee Loyalty On Employee Performance At PT Vigano Cipta Perdana*.
<http://proceedings.itltrisakti.ac.id/index.php/altr>
- Suryawan, I. N., & Salsabilla, A. (2022). Pengaruh Kepuasan Kerja, Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan. *Aksara: Jurnal Ilmu Pendidikan Nonformal*, 8(1), 137. <https://doi.org/10.37905/aksara.8.1.137-146.2022>
- Susanto, P., Hoque, M. E., Jannat, T., Emely, 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. <https://doi.org/10.3389/fpsyg.2022.906876>
- Tamunomiebi, M. D., & Oyibo, C. (2020). Work-Life Balance and Employee Performance: A Literature Review. *European Journal of Business and Management Research*, 5(2). <https://doi.org/10.24018/ejbmr.2020.5.2.196>
- Wisuda Putri, R., & Astuti, P. (2022). Pengaruh Pelatihan Dan Motivasi Kerja Terhadap Kinerja Karyawan. *Jurnal Fokus Manajemen Bisnis*, 12(1), 1–15.
<https://doi.org/10.12928/fokus.v12i1.5713>
- Yanthi, E., Purwanto, A., Pramono, R., Cahyono, Y., & Asbari, M. (2020). Pengaruh Gaya Kepemimpinan Transformasional dan Transaksional Terhadap Kinerja Sistem Jaminan Halal HAS 23000. *BISNIS : Jurnal Bisnis Dan Manajemen Islam*, 8(1).
<https://doi.org/10.21043/bisnis.v8i1.7045>
- Yenni, & Ap, M. (2019). *Pengaruh Motivasi Kerja Terhadap Kinerja Pegawai*.
- Yosua, W. (2020). *Pengaruh Work Life Balance Dan Beban Kerja Terhadap Motivasi Kerja (Studi Pada Pt Mayora Indah)* (Vol. 8, Issue 1).
- Zheng, C., Kashi, K., Fan, D., Molineux, J., & Ee, M. S. (2016). Impact of individual coping strategies and organisational work–life balance programmes on Australian employee well-being. *International Journal of Human Resource Management*, 27(5), 501–526.
<https://doi.org/10.1080/09585192.2015.1020447>