

The Mediating Role of the Work Environment Between Work Life Balance and Work Supervision in Improving Employee Performance

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Abstract

The development of the business world in the era of globalization has made the business competition map increasingly fierce. Every organization or company is not only faced with domestic competition but also threats from foreign companies. Companies in general have a goal to gain business profits and strive to maintain and develop the viability of the business itself. Therefore, one of the factors needed by a company to support the realization of its goals is the human resource factor.

Forage companies in 2017 to 2019 showed indications of a decline in company performance, this is shown by the trend of achieving production targets which have decreased. And it is suspected that there is a work life balance and work supervision that is less than optimal, so this study aims to increase performance, it is necessary to have a balanced work time arrangement and consistency in the application of work rules, so that a sense of discipline arises that can improve performance.

The following research uses a quantitative approach that has a population of all employees and the sample is 75 respondents, which is called a saturated sample. In this study the results show (1) there is a significant but insignificant effect of Work Life Balance (X1) on employee performance (Y); (2) there is a significant effect of Work Supervision (X2) on the Work Environment (Z); (3) there is a significant effect of Work Supervision (X2) on the Work Environment (Z); (4) there is a significant effect of Work Supervision (X2) on Employee Performance (Y); (5) there is a significant influence of the Work Environment (Z) on employee performance (Y);

Keywords: Work Life Balance, Work Supervision, Work Environment and Employee Performance.

I. INTRODUCTION

1.1 Background of the problem

The development of the business world in the era of globalization has made the business competition map more competitive. Each organization or company is not only faced with domestic competition but is a threat from foreign companies. Companies in general have a goal to earn operating profits and strive to maintain and develop the viability of the business itself. Therefore, one of the factors needed by a company to support the realization of its goals is the Human Resource factor.

Mangkunegara, (2011) Human Resource has a very important role to regulate corporate governance comprehensively productively which makes the company's goals achievable and is supported by the research of (Lufitasari et al., 2020) . The following issue proves that Human Resource plays an important role through a productive business so that it can determine the success of a goal that has been set by the company (Wahjono et al., 2020).

The animal feed industry, in 2011, -2019 showed indications of a decline in company performance, this is shown by the trend of

achieving production targets which have decreased, as shown in table 1;

Table 1.1: *Production Data*

| Target Achievement Trend | | |
|--------------------------|----------------|---------------------|
| 2017 to 2019 | | |
| Year | Targets (Tons) | Achievements (Tons) |
| 2017 | 4800 | 4823 |
| 2018 | 4850 | 4790 |
| 2019 | 4900 | 4830 |

This condition is suspected by the researchers due to the non-optimal performance of current company employees, the following issues are adjusted with the opinions expressed by (Kasmir, 2016) and (Pramundi & , Mochamad Mochklas, 2021). And one of several efforts to maximize worker performance is through optimizing the supervisory function. Fahmi, (2016) defines that supervision as a method in providing an embodiment of effective performance and efficient, so that it will further support the achievement of the organization's vision and mission, as also stated by (Firmansyah & Mahardhika, 2018) while (Harianto, 2020) states that supervision is a way of structured in comparing work with plans that have been prepared previously with the aim of measuring whether performance is in accordance with planning and as a result step taking the necessary corrective actions to observe that Human Resource is being used effectively to reach goals, such as . The results of research by (Ekhsan et al., 2020) and (Rohmatiah & Amadi, 2019) provide the conclusion that supervision has a positive and significant impact on employee performance, but the opinion itself is different from the results of research conducted by (Fitrianti, 2017) which states that supervision does not significantly affect significant on employee performance.

Another problem with the decline in performance is that the work-life balance given to employees, such as Herlambang's opinion, (2019) , is still not optimal and balanced. Problems can occur if employees fail to provide

a balance between working time with personal and family life, therefore employees need to have a good work-life balance or called work-life balance (Widiati, 2019) . Saina et al., (2016) explained that work life balance is a balance between a person's personal life to carry out a role as an individual who has two roles, namely the role for work life and personal life (family, friends, and culture). Individuals who have a good work life balance can help make them more productive in their personal and career lives. Bin Saleh, (2015) work life balance is a concept that supports workers' efforts to divide time and energy between work and other important aspects of life and can also be seen from the results of research (Mendis & Weerakkody, 2017) concluding that work life balance has a positive and negative effect. Significant impact on employee performance in telecommunications industry companies in Sri Lanka. The following opinion is supported by the results of research conducted by (Dina, 2018) and research (Lukmiati, 2020); (Hikmah & Lukito, 2021) concludes that work life balance has a positive and significant effect on employee performance at telecommunications industry companies in Sri Lanka.

2. Theoretical Foundations and Hypotheses

2.1 Work Life Balance on Employee Performance

The balance between work and personal life is known as work-life balance. Dewi, (2020) while (Jaharuddin & Zainol, 2019) define that work life balance is a condition in which an individual is able to balanced demand targets, attitudes and time at work without compromising the quality of their personal life, while (Soetjipto et al., 2021) Performance is a result obtained by a company or organization that is both profit oriented and non-profit oriented or social which results in a certain period of time by employees, meanwhile the statement by (Soelistya & Gamal, 2018) states Performance is the result of work both in

quality and quantity achieved by a worker, with good working time

It can be concluded that work life balance can affect employee performance so that employees will be more comfortable if the workload given can be balanced with personal time.

H1 : Effect of Work Life Balance on Employee Performance

2.2. Work Life balance Towards the Work Environment

Saina et al., (2016) work life balance is a balance between a person's personal life to carry out his role as a individual which has two roles, namely the role in work life and personal life (family, friends, also culture) and the work environment is all conditions that exist in the work location environment, can have an influence on employees either directly or indirectly (Sedarmayanti, 2012). So that it can be concluded that work is all the problems that exist in the worker's environment when carrying out their duties, both physically formed nor non-physical, directly or indirectly that can have an impact on self and work.

H2 : Effect of Work Life balance Towards the Work Environment

2.3 Work Supervision of the Work Environment

Supervision is described as a method in carrying out the realization of effective performance and efficient, so that more deeply it will support the achievement of the organization's vision and mission (Fahmi, 2016). Fitrianti, (2017) The work environment can be divided into 2 types, the social work environment and the physical work environment. The social work environment includes working relationships that exist in an organization or company. Humans when having a job at an organization or company do not work alone, in the form of all activities, one also needs other individuals who help, while the physical work environment is a place where employees work to carry out their duties. The physical work environment has an influence on the morale and emotions of the workers (Wulandani, 2018)

It can be concluded that work supervision can affect the work environment so that employees will be more comfortable in the neighborhood the good one

H3: Work Supervision of the Work Environment

2.4 Work Supervision of Employee Performance

Another opinion by (Handoko, 2011) defines supervision as a stage in providing assurance that organizational and management goals can be realized. Meanwhile, based on a statement from (Firmansyah & Mahardhika, 2018) supervision is a method structured in comparing work with plans that have been prepared previously with the aim of measuring whether performance is in accordance with planning and as a result step taking corrective actions needed to observe that Human Resource is used very effectively to achieve goals and (Rahmisyari, 2017) while (Hakim, 2016) a comfortable work environment is often determined by factors - factor in between design work, task structure, cooperation patterns, leadership patterns, availability of supporting facilities and prizes as well as work supervision for employees

From some of these theories, it can be concluded that supervision is a stage of assessing the work process with the aim of ensuring that each stage runs in accordance procedures that enable the realization of effective performance and efficient.

H4: Effect of Work Supervision on Performance

2.5 Work Environment on Employee Performance

Senata et al., (2014) the company's work environment can be interpreted as all external factors that can have an influence on its activities. The work environment is all conditions that exist in the work location environment, which can have an influence on employees either directly or indirectly, both physically and mentally or non-physical, directly or indirectly that can have an influence on oneself, while (Sedarmayanti, 2012), also

(Pramundi & , Mochamad Mochklas, 2021) say performance is the result of work and individual work attitudes over a period, generally calculated a calendar year with the environment good work, while (Sahbuddin, 2016) stated that the work relationship that exists has a very positive impact on the psychology of workers.

It can be concluded that a good work environment can affect employee performance and it will be more comfortable if the organization notice condition environment the good one

H5: Effect of work environment on employee performance

2.6 Work Life balance Against employee performance through the work environment

Work life balance proposed by (bin Saleh, 2015) is a concept that supports workers' efforts to divide time and energy between work and other important aspects of life. Dan (Fitrianti, 2017) said that the work environment can be classified into 2 types, the social work environment and the physical work environment and the benefits it provides got cause working with individuals who have motivation, namely the work can be completed appropriately, meaning that the work is completed according to the correct standards and on a set time scale as stated by (Soelistya, 2014) Performance is measured by the individual's ability to complete the work given and their responsibilities at work.

From various of the opinion above, a conclusion can be drawn that performance is the result of work and work attitudes of an

individual both in quantity and quality related to organizational goals in a certain period.

H6 : Effect of Work Lifebalance Against employee performance through work environment mediation

2.7 Work Supervision of Employee Performance through the Work Environment

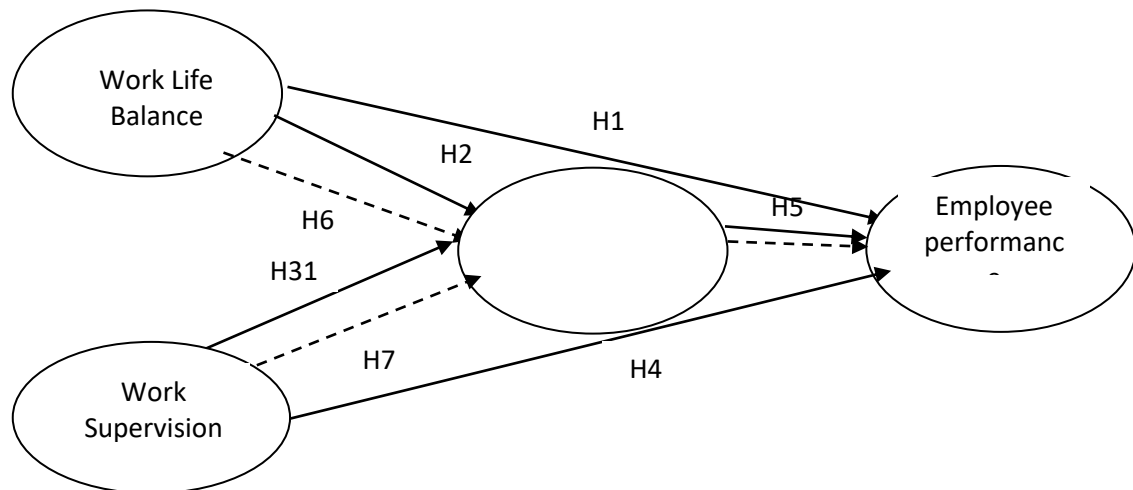
Work supervision is very necessary inlook at what the employee has done so that the employee's performance can be seen (Sari, 2018) and (Anam & Rahardja, 2017) convey that there are five aspects of the non-physical work environment that can have an influence on worker behavior, namely (1) work structure; (2) work responsibilities; (3) Attention and support from leaders; (4) Cooperation between groups; (5) Smooth communication, so that employee performance will be seen how much it means to employees when always considered (Harianto, 2020); (Panjaitan, 2018) the benefits of the work environment are to create a passion for work which makes work productivity increase as well.

From various of the opinion above, a conclusion can be drawn that work supervision affects employee performance with attention and the provision of adequate environmental facilities can make workers more passionate when doing their jobs.

H7: The Effect of Work Supervision on Employee Performance through the Work Environment

2.8 conceptual framework

Based on theory and relationships variable then skeleton conceptual could depicted as follows:

Figure 2.1 *Conceptual framework*

3. Research methods

3.1 Research design

Research on the effect of Work Life Balance and Work Supervision on Employee Performance with the Work Environment as Mediation uses a quantitative approach method. (Sugiyono, 2013), providing a definition of quantitative methods are research data in the form of numbers and analyzing data using statistical procedures, while the purpose of the following research is causality research which has the aim of examining the relationship between the variables to be studied.

3.2 Population and Sample

The population is all aspects or elements that will be examined from the results of quantitative or qualitative calculations or measurements of a complete and clear collection of objects (Fatihudin, 2015). The following research uses a sampling technique using a subject of 75 respondents

3.3 Data analysis

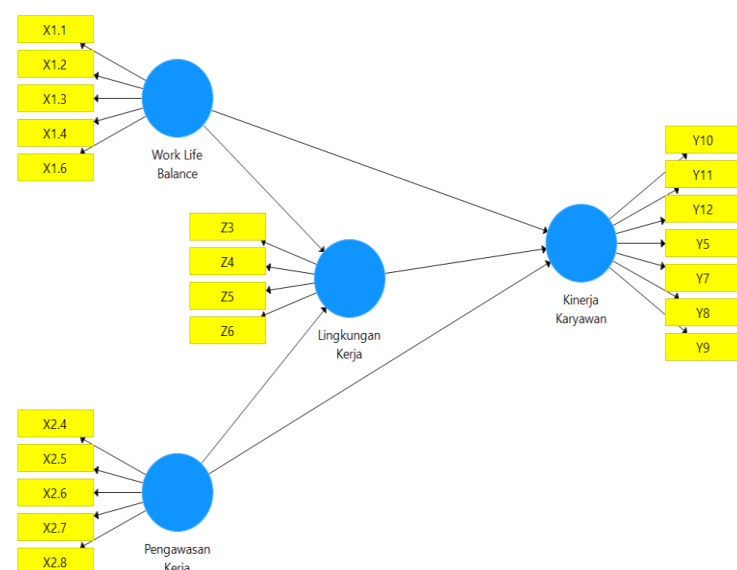
Sholihin & Ratmono, (2021) Data analysis is to decompose everything into a smaller component in order to know the dominant component, make comparisons between one component using other components, and make comparisons of one or several components as a whole. Data analysis techniques are used to provide answers to the formulation of the

problem or to test hypotheses that have been formulated. Data management in the following research utilizes SmartPLS 3. Software

4. Research Results and Interpretation

4.1 Partial Least Square (PLS) Model Schematic

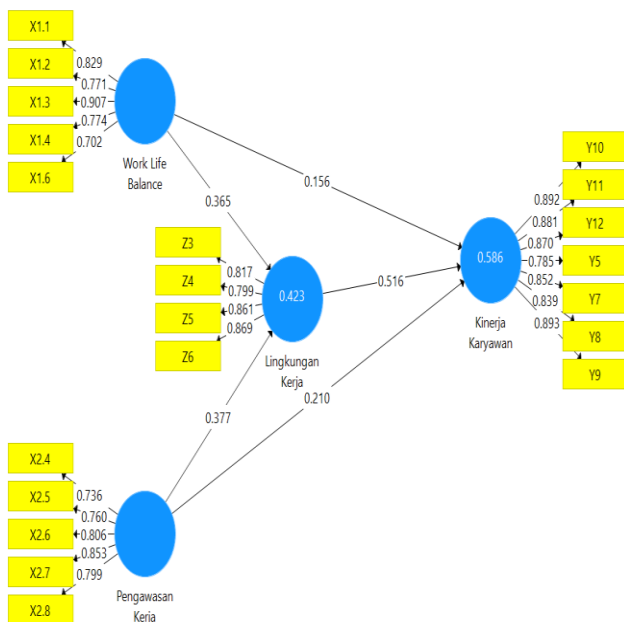
In the following research, hypothesis testing uses analytical techniques using the Smart PLS 3.0 program, and can be seen in the schematic model of the PLS 3.0 program tested in Figure 4.1,



4.2 Evaluation Measurement (Outer) Model

Based on the results of the PLS analysis with the PLS Algorithm to test the validity and reliability, the coefficient of model determination and the path coefficient for the equation model, below is the image generated based on the output of the PLS Algorithm Smart PLS, which can be observed in Figure 4.2 below:

Figure_4. 2 Outer Model test results



4.3 Convergent Validity

Convergent validity Based on the measurement model using reflexive indicators, observations can be made based on the correlation between item scores or indicators with construct scores.

Table 4.1 below, it can be observed that each indicator of the research variables has an outer loading value of more than 0.7. However, it can be observed that there are still indicators that have an outer loading value of less than 0.7. (Latan & Ghazali, 2016), the outer loading value between 0.5 - 0.6 is considered sufficient to provide fulfillment for the requirements for convergent validity. The data shows that there are no indicator variables whose outer loading is less than 0.5, which makes all indicators considered feasible or valid to be used for research and can be used for further analysis.

Table 4.1 *Outer Loading Convergent validity*

| Indicator | Work Life Balance | Work Supervision | Employee performance | Work environment |
|-----------|-------------------|------------------|----------------------|------------------|
| X1.1 | 0.829 | | | |
| X1.2 | 0.771 | | | |
| X1.3 | 0.907 | | | |
| X1.4 | 0.774 | | | |
| X1.6 | 0.702 | | | |
| X2.4 | | 0.736 | | |
| X2.5 | | 0.760 | | |
| X2.6 | | 0.806 | | |
| X2.7 | | 0.853 | | |
| X2.8 | | 0.799 | | |
| Y1.10 | | | 0.892 | |
| Y1.11 | | | 0.881 | |
| Y1.12 | | | 0.870 | |
| Y1.5 | | | 0.785 | |
| Y1.7 | | | 0.852 | |
| Y1.8 | | | 0.839 | |
| Y1.9 | | | 0.893 | |
| Z1.3 | | | | 0.817 |
| Z1.4 | | | | 0.799 |
| Z1.5 | | | | 0.861 |
| Z1.6 | | | | 0.869 |

Source: Processed Data 2021

4.4 Discriminant Validity

Discriminant validity indicators can be observed on the cross loading between indicators and constructs. Table 4.2, it can be observed that each indicator in the research variable has the largest cross loading value on the created variable, which is carried out in comparison with the cross loading value of the other variables. Based on the results obtained, it can be stated that the indicators used in this study

have good discriminant validity when compiling each variable.

Table 4.2 *Cross Loading Discriminant Validity*

| Indicator | Work Life Balance | Work Supervision | Employee performance | Work environment |
|-----------|-------------------|------------------|----------------------|------------------|
| X1.1 | 0.829 | 0.455 | 0.483 | 0.458 |
| X1.2 | 0.771 | 0.294 | 0.394 | 0.332 |
| X1.3 | 0.907 | 0.425 | 0.525 | 0.499 |
| X1.4 | 0.774 | 0.557 | 0.407 | 0.493 |
| X1.6 | 0.702 | 0.394 | 0.420 | 0.462 |
| X2.4 | 0.356 | 0.736 | 0.380 | 0.401 |
| X2.5 | 0.288 | 0.760 | 0.429 | 0.301 |
| X2.6 | 0.414 | 0.806 | 0.457 | 0.477 |
| X2.7 | 0.525 | 0.853 | 0.541 | 0.597 |
| X2.8 | 0.496 | 0.799 | 0.503 | 0.434 |
| Y1.10 | 0.466 | 0.524 | 0.892 | 0.604 |
| Y1.11 | 0.460 | 0.486 | 0.881 | 0.639 |
| Y1.12 | 0.518 | 0.519 | 0.870 | 0.585 |
| Y1.5 | 0.528 | 0.440 | 0.785 | 0.695 |
| Y1.7 | 0.352 | 0.465 | 0.852 | 0.661 |
| Y1.8 | 0.488 | 0.499 | 0.839 | 0.564 |
| Y1.9 | 0.557 | 0.609 | 0.893 | 0.601 |
| Z1.3 | 0.559 | 0.441 | 0.594 | 0.817 |
| Z1.4 | 0.472 | 0.537 | 0.493 | 0.799 |
| Z1.5 | 0.431 | 0.470 | 0.661 | 0.861 |
| Z1.6 | 0.441 | 0.478 | 0.670 | 0.869 |

Source: Processed Data 2021

While presenting the data in Table 4.3, it can be observed that each research variable has an average variant extracted (AVE) value > 0.5. Through this problem, it can be stated that each variable has good discriminant validity.

Table 4.3 *Average Variant Extracted (AVE)*

| Variable | Average Variance Extracted (AVE) |
|----------------------|----------------------------------|
| Employee performance | 0.739 |

| | |
|-------------------|-------|
| Work environment | 0.701 |
| Work Supervision | 0.627 |
| Work Life Balance | 0.639 |

Work Life Balance 0.639

Source: Processed Data 2021

4.5 Composite Reliability

Composite Reliability is some are used to test the reliability value of several indicators to a variable. A variable can be declared to fulfill

composite reliability if it has a composite reliability value of more than 0.6.

Table 4.4, it can be seen that the composite reliability value of all research variables is > 0.7. The construct is declared reliable if the composite reliability and Cronbach alpha values are above 0.70 (Latan & Ghazali, 2016). The following results prove that each variable has met composite reliability which makes it possible to conclude that all variables have a high level of reliability.

Table 4.4 *Composite Reliability*

| Variable | Composite Reliability |
|----------------------|-----------------------|
| Employee performance | 0.952 |
| Work environment | 0.904 |
| Work Supervision | 0.893 |
| Work Life Balance | 0.898 |

4.6 Cronbach Alpha

The reliability test with composite reliability can be strengthened through the use of the Cronbach alpha value. Table 4.5, it can be obtained that "the Cronbach alpha value of each research variable is > 0.7. So based on the problem itself, the results of this study prove that each research variable has met the requirements of the Cronbach alpha value, so there is a conclusion that all variables have a high level of reliability.

Table 4.5 *Cronbach Alpha*

| Variable | Cronbach's Alpha |
|----------------------|------------------|
| Employee performance | 0.941 |
| Work environment | 0.857 |
| Work Supervision | 0.852 |
| Work Life Balance | 0.856 |

Source: Processed Data 2021

4.7 Structural Model Test or Inner Model

In the following research, an explanation of the results of path coefficient testing, goodness of fit testing and hypothesis testing can be given.

a. Path Coefficient Test

Path coefficient evaluation is used to show how strong the effect or influence of exogenous variables on endogenous variables is. Meanwhile, the coefficient determination (R-Square) is used to measure how many endogenous variables are influenced by other variables. (Marcoulides et al., 2009)

Based on the entire inner model scheme that has been shown in Figure 4.6, it can be given a statement that the path coefficient value is being displayed along with the influence of the Work Environment on Employee Performance, which is 0.516. Then the weak effect, namely Work Life Balance on Employee Performance, is 0.156

Table 4.6 *Path Coefficient*

| Construct | Path Coefficient | Description |
|--|------------------|-------------|
| Work Environment - > Employee Performance | 0.516 | Currently |
| Work Supervision - > Employee Performance | 0.210 | Weak |
| Work Supervision -> Work environment | 0.377 | Currently |
| Work Life Balance Performance - > Employee Performance | 0.156 | Weak |
| Work Life Balance Performance - > Work Environment | 0.365 | Currently |

b. Goodness of the Model (Goodness of Fit)

Based on the presentation of the data in Table 4.7, it can be seen above that the RSquare value for the Employee Performance variable is 0.407, the income value indicates that the percentage of Work Life Balance and Work Supervision can be influenced by the Work Environment by 40.7%, while for the RSquare value The obtained employee performance variable is 0.586. The value itself provides information that Work Life Balance and Work Supervision can be explained by employee performance of 58.6%

Table 4.7 *R-Square . Value*

| Variable | R Square |
|----------------------|----------|
| Employee performance | 0.586 |
| Work environment | 0.407 |

Source: Data processed 2021

The goodness of fit assessment is seen from the Q-Square value. The value of Q-Square has an equivalent meaning with R-Square in regression analysis, where the higher the Q-Square, which makes the model can be said to be better or more fit using the data. There are also the results of the calculation of the value of Q-Square, namely:

$$\begin{aligned}
 \text{Q-Square} &= 1 - [(1 - R_{21}) \times (1 - R_{22})] \\
 &= 1 - [(1 - 0.407) \times (1 - 0.586)] \\
 &= 1 - (0.593 \times 0.414)
 \end{aligned}$$

$$= 1 - 0.246$$

$$= 0.754$$

Based on the results of these calculations, obtained a Q-Square value of 0.761. The following problem shows the diversity of research data that can be influenced by the research model, which is 75.4%. Meanwhile, the remaining 24.6% were explained by other factors outside the research model itself. So from the problem itself, based on the results, it says that the research model can be stated to have a good and positive goodness of fit.

c. Live Effect Test

The next test is to see the significant value of the influence between the variables through observing the parameter coefficient values and also the statistical significance value of T using the bootstrapping method (Latan & Ghazali, 2016) .

Table 4.8 *T-Statistics and P-Values*

| No. | Hpo | Variable | Original Sample | T Statistics (O/STDEV) | P Values |
|-----|-----|--|-----------------|--------------------------|----------|
| 1 | 1 | Work Life Balance - > Employee Performance | 0.156 | 1,430 | 0.153 |
| 2 | 2 | Work Life Balance - > Work Environment | 0.365 | 3,578 | 0.000 |
| 3 | 3 | Work Supervision - > Work Environment | 0.377 | 3.186 | 0.002 |
| 4 | 4 | Work Supervision - > Employee Performance | 0.210 | 2,060 | 0.040 |
| 5 | 5 | Work Environment - > Employee Performance | 0.516 | 4.148 | 0.000 |

Source: Data processed 2021

The Hypothesis of the Effect of T-Statistics P-Values based on the data presented in table 4.8, it can be observed that based on the 5 hypotheses submitted in the following study, all of them can be accepted because each effect shown has a P-Values value < 0.05 . Which makes it possible to say that the exogenous to endogenous variables have a significant influence. Below is a breakdown of the influence between variables:

1. "Effect of Work Life Balance (Exogenous-X1) on Employee Performance (Endogen-Y)

Based on the table above, it can be observed that for the Work Life Balance (X1) variable test on employee performance (Y), the T statistics value is 1,430 and has an -value of 0.153. Because the value of -value $0.153 > 0.05$, meaning that H_0 is accepted, it means that there is a significant but insignificant effect of Work Life Balance (X1) on employee performance (Y).

2. Effect of Work Life Balance (Exogenous-X1) on the Work Environment (Mediation-Z)

Based on the table above, it can be observed that for the Discipline variable test (X2) on work motivation (Z), the T statistics value of 3,578 has an -value of 0.000. Because the value of -value ($0.000 < 0.05$) means that H0 is rejected, it means that there is a significant effect of Work Supervision (X2) on the Work Environment (Z)

3. Effect of Work Supervision (Exogenous-X2) on the Work Environment (Mediation-Z)

Based on the table above, it can be observed that for the work integrity variable test (X1) on employee performance, the T statistics value is 3,186 and has an -value of 0.002. Because the -value ($0.002 < 0.05$) means that H0 is rejected, it means that there is a significant effect of Work Supervision (X2) on the Work Environment (Z).

4. Effect of Work Supervision (Exogenous-X2) on Employee Performance (Endogen-Y)

Based on the table above, it can be observed that for the Work Supervision variable test (X2) on Employee Performance (Y), the T statistics value of 2,060 has an -value of 0.040. Because the value of -value is less than ($0.040 < 0.05$) meaning that H0 is rejected, it means that there is a significant effect of Work Supervision (X2) on Employee Performance (Y)

5. Effect of Work Environment (Mediation-Z) on Employee Performance (Endogen-Y)

Based on the table above, it can be observed that for the test of the Work Environment (Z) variable on employee performance (Y), the T statistics value is 4,148 and has an -value of 0.000. Because the -value is less than ($0.000 < 0.05$), it means that H0 is rejected, it means that there is a significant effect of the work

environment (Z) on employee performance (Y)."

d. Indirect Effect Test

Testing the indirect effect hypothesis was carried out using the bootstrapping re-sampling technique. An alternative approach to testing the significance of mediation (Bollen & Stine, 1990) .

The following are the results of data processing to determine exogenous variables on endogenous variables, exogenous variables on mediator variables, mediator variables affect endogenous variables:

Table 4.9 *T-Statistics and P-Values*

| Variable | T Statistics (O/STDEV) | P Values |
|---|-----------------------------|----------|
| Work Life Balance - > Work Environment | 3,578 | 0.000 |
| Work Supervision - > Work Environment | 3.186 | 0.002 |
| Work Environment - > Employee Performance | 4.148 | 0.000 |

Source: Data processed 2021

Based on table 4.9, it can be seen that the exogenous variables have a significant effect on the mediator variable, the exogenous variable has a significant influence on the mediator variable, the mediator variable has a significant influence on the endogenous variable. So based on these results, it can be concluded that the work environment mediation variable is a full or perfect mediation variable. Full or full/perfect mediation occurs if the direct effect of the exogenous variable on the endogenous variable is significant, but the effect becomes insignificant when the mediating variable is included.

Based on these results, the indirect effect hypothesis will be tested:

Table 4.10 *T-Statistics and P-Values*

| No. | Hpo | Variable | Original Sample | T Statistics (O/STDEV) | P Values |
|-----|-----|--|-----------------|--------------------------|----------|
| 1 | 6 | Work Life Balance ->Work Environment -> Employee Performance | 0.188 | 2.454 | 0.014 |
| 2 | 7 | Work Supervision -> Work Environment -> Employee Performance | 0.194 | 2,703 | 0.007 |

Source: data processed 2021

"Based on the results of the calculation of the path coefficient, it is known that:

1. Total Effect of Work Life Balance (Exogenous-X1) on employee performance (Endogen-Y) through work motivation (Mediation-Z) obtained T statistics of 2,454 got -value of 0.014. Because the -value is less than ($0.014 < 0.05$), meaning H_0 is rejected, there is a significant effect of Work Life Balance (X1) on employee performance (Y) through the work environment (Z).

2. Total Effect of Work Supervision (Exogenous-X2) on Employee Performance (Endogen-Y) through the Work Environment (Mediation-Z) obtained T statistics of 2.703 got -value of 0.007. Because the -value is less than ($0.007 < 0.05$) meaning that H_0 is rejected, then there is a significant effect of Work Supervision (X2) on employee performance (Y) through the Work Environment (Z)."

5. Interpretation of Results

5.1 Work Life Balance on Employee Performance

"Based on the table above, it can be observed that for the Work Life Balance (X1) variable test on employee performance (Y), the T statistics value of 1,430 has an -value of 0.000. Because the -value is less than ($0.153 > 0.05$), it means that H_0 is accepted, it means that there is a significant but insignificant effect of Work Life Balance (X1) on employee performance (Y)."

The related conditions for the Work Life Balance that exist within employees are the lack of balance between the load received by the employee and personal time management, in which the work life balance received by the employee needs the company's attention, so that the employee can manage the time properly and the expected workload does not feel burdensome and can increase its performance

The results of the following research support the research of (Rafsanjani et al., 2019), suggesting that work life balance does not directly affect employee performance, and is different from research from (Dina, 2018) which stated that "that the partial effect on each work-life balance variable, namely the time balance, involvement balance, and satisfaction balance partially has a significant effect on employee performance, which is supported by Herlambang's research, (2019) which states that Work Life Balance has no effect on employee performance. . This indicates that the implementation of work life balance does not increase performance."

5.2 "Effect of Work Life Balance (Exogenous-X1) on the Work Environment (Mediation-Z)

Based on the table above, it can be observed that for the Discipline variable test (X2) on work motivation (Z), the T statistics value of 3,578 has an -value of 0.000. Because the -value is less than ($0.000 < 0.05$), it means that H_0 is rejected, it means that there is a significant effect of Work Supervision (X2) on the Work Environment (Z)

The work life balance that exists in employees feels that there is no balance but it turns out

that a good work environment is needed by employees in order to reduce the workload received by employees, so that employees can take advantage of the work environment properly and it is hoped that there will be changes in improving their performance.

The results of this study support their research. (Mardiani & Widiyanto, 2021) explained in their research that the results showed that work-life balance had an effect on employee performance. The work environment has an effect on employee performance. And this is in line with his research (Kembuan et al., 2021) conveyed in their research that simultaneously Work Life Balance and Work Environment have a significant effect on Employee Performance at PT. Bank Sulutgo Main Branch in Manado."

5.3 Work Supervision of the Work Environment

"Based on the table above, it can be observed that for the work integrity (X1) variable test on employee performance, the T statistics value of 3,186 has an -value of 0.000. Because the -value is less than ($0.002 < 0.05$), it means that H_0 is rejected, it means that there is a significant effect of Work Supervision (X2) on the Work Environment (Z)."

Existing work supervision needs to be improved, because the company's existing work environment needs to be a concern, in which employee work discipline is not optimal and takes advantage of the existing work environment, for that there must be good arrangements and time to use the work environment related to employee discipline, and expected to be able to improve their performance with better work behavior and responsibilities.

The results of this study support the research. Research (Habiwibowo & Nugraha, 2018) said that "supervision has an effect on employee performance by 40.8%. The physical work environment has an effect on employee performance by 27.9%. Meanwhile, simultaneously supervision and physical work environment have an influence on employee performance by 47.7%. The results of this

study indicate that the variables of employee supervision and physical work environment have a positive and significant effect on employee performance individually and collectively."

5.4 Work Supervision of Employee Performance

"Based on the table above, it can be observed that for the Work Supervision variable test (X2) on Employee Performance (Y), the T statistics value of 2,060 has an -value of 0.000. Because the value of -value is less than ($0.040 < 0.05$) meaning that H_0 is rejected, it means that there is a significant effect of Work Supervision (X2) on Employee Performance (Y)."

Existing work supervision needs to be improved, because behavior employee the existing one is still less than good, so the company must provide supervision of its employees by providing a clear and firm system of work rules in its implementation, so that an increase in discipline in work is expected to increase its performance.

The results of this study support his research in his research (Situmeang, 2017) it is explained that the experience of supervision and work simultaneously and partially affects employee performance and supervision is the dominant factor influencing employee performance, and is also supported by his research (Marpaung & Agustin, 2013) showing that the supervision variable significantly affects the performance of the Riau High Court employees.

5.5 Work Environment on Employee Performance

"Based on the table above, it can be observed that for the test of the Work Environment (Z) variable on employee performance (Y), the T statistics value is 4,148 and has an -value of 0.000. Because the -value is less than ($0.000 < 0.05$), it means that H_0 is rejected, it means that there is a significant effect of the work environment (Z) on employee performance (Y).

In the company's work environment, it is necessary to increase and be consistent in providing facilities to employees, so that employees will feel comfortable with a good

work environment, and the increase in performance will be expected to increase.”

"The results of this study support his research. Sofyan, (2013) stated that the work environment affects the performance of BAPPEDA Office employees, and is also supported by his research. (Persero) has a moderate positive relationship with a value of 0.438 and the work environment affects employee performance.”

5.6 Work Life Balance on employee performance through work motivation

"Total Effect of Work Life Balance (Exogenous-X1) on employee performance (Endogen-Y) through work motivation (Mediation-Z) obtained T statistics of 2,454 got -value of 0.014. Because the -value is less than ($0.014 < 0.05$), meaning H_0 is rejected, there is a significant effect of Work Life Balance (X1) on employee performance (Y) through the work environment (Z).

And when compared to the direct effect, the value of the original sample of the indirect effect is 0.188 above from the direct influence of Work Life Balance on employee performance a number of 0.156, and the following shows that Work Life Balance can improve employee performance directly, preferably through the Work Environment as a mediating variable.”

"The results of the following study support the research (Rahma et al., 2021) conveyed in their research that the significance level obtained was $0.000 < 0.05$ for the work-life balance variable, $0.003 < 0.05$ for the work environment variable, and $0.002 < 0.05$ on the job satisfaction variable. At this level of significance, it can be said that all X variables have an effect on Y variables.”

5.7 Work Supervision (Exogenous-X2) on Employee Performance (Endogen-Y) through the Work Environment (Mediation-Z)

"Total Effect of Work Supervision (Exogenous-X2) on Employee Performance (Endogen-Y) through the Work Environment (Mediation-Z) obtained T statistics of 2.703 got -value of 0.007. Because the -value is less than

($0.007 < 0.05$), meaning that H_0 is rejected, then there is a significant effect of Work Supervision (X2) on employee performance (Y) through the work environment (Z).”

And when compared to the direct effect, the value of the original sample of the indirect effect is 0.194 is still under the direct influence of Work Supervision on employee performance a number of 0.210 and this shows that work supervision can improve employee performance directly, although not through the work environment as a mediating variable

"The results of this study do not support his research. Wulandani & SE, (2018) explains that there is a significant influence of work supervision on employee performance, there is a significant influence of work ethic on employee performance, there is a significant influence of the work environment on employee performance, there is an insignificant effect. The significance of work supervision on employee performance moderated by the work environment, there is an insignificant effect of work ethic on employee performance moderated by the work environment, in contrast to Sari's research, (2018) explains that there is a positive and significant influence between discipline and supervision work on employee performance.”

"And in research (Harianto, 2020) suggests that work supervision has a positive and significant impact on employee performance, it can be proven by the probability of Sig $0.000 < 0.05$, it is concluded that hypothesis 1 in this study is accepted.”

6. Conclusion

From the results of testing and discussion, it is concluded that the Work Life Balance in the company Animal feed Surabaya pays attention to giving correct and balanced workloads to employees, while Work Supervision needs consistency and firmness from the organization because work life balance can increase employee performance directly if through mediation, meanwhile Work Supervision can increase employee performance directly even

without going through the mediation of the work environment, because both work life balance and work supervision must remain the concern of the organization, especially the work environment must be comfortable and can be felt by employees, so that employee performance can increase according to organizational goals

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