

The Effect of Work-Life Balance and Career Development on Employee Performance

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ARTICLE INFO

Article history:

Received November 21, 2022

Received in revised form December 23, 2022

Accepted December 24, 2022

Available online December 31, 2022

Kata Kunci:

Kinerja karyawan, pengembangan karir, PT. bank tabungan pensiunan nasional (BTPN) cabang kupang, work-life balance

Keywords:

Career development, employee performance, PT. bank tabungan pensiunan nasional (BTPN) branch kupang, work-life balance.

ABSTRAK

Penelitian ini bertujuan untuk (1) mendeskripsikan work-life balance, pengembangan karir, dan kinerja karyawan PT. Bank Tabungan Pensiun Nasional (BTPN) Cabang Kupang (2) pengaruh signifikan work-life balance terhadap kinerja karyawan pada PT. Bank Tabungan Pensiun Nasional (BTPN) Cabang Kupang (3) pengaruh signifikan pengembangan karir terhadap kinerja karyawan pada PT. Bank Tabungan Pensiun Nasional (BTPN) Cabang Kupang (4) pengaruh work-life balance dan development terhadap kinerja karyawan PT. Bank Tabungan Pensiun Nasional (BTPN) cabang Kupang. Sampel dalam penelitian ini berjumlah 36 orang yang diperoleh dengan menggunakan rumus Slovin dan teknik pengambilan sampel menggunakan teknik random sampling. Metode analisis data yang digunakan adalah analisis kuantitatif dengan menggunakan uji validitas dan koefisien determinan. Hasil penelitian dengan menggunakan analisis deskriptif menggunakan rentang skor untuk variabel work-life balance berada pada kategori sangat tinggi, sedangkan pengembangan karir dan kinerja karyawan berada pada kategori tinggi. Work-life balance secara parsial mempengaruhi kinerja karyawan, pengembangan karir secara parsial mempengaruhi kinerja karyawan, dan work-life balance dan pengembangan karir secara bersamaan mempengaruhi kinerja karyawan.

ABSTRACT

This study aims to (1) describe work-life balance, career development, and employee performance at PT. National Pension Savings Bank (BTPN) Kupang Branch (2) significant effect of work-life balance on employee performance at PT. National Pension Savings Bank (BTPN) Kupang Branch (3) significant influence of career development on employee performance at PT. National Pension Savings Bank (BTPN) Kupang Branch (4) the effect of work-life balance and development on the performance of employees of PT. Kupang branch of the National Pension Savings Bank (BTPN). There were 36 samples in this study which were obtained using the Slovin formula and the sampling technique used random sampling technique. The data analysis method used is quantitative analysis using validity and determinant coefficient tests. The results of the research using descriptive analysis using a range of scores for the work-life balance variable are in the very high category, while career development and employee performance are in the high category. Work-life balance partially affects employee performance, career development partially affects employee performance, and work-life balance and career development simultaneously affect employee performance.

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1. Introduction

The development of the company is supported by the existence of quality human resources where employees are the main assets of the company who are planning and active actors of every organizational activity, competent human resources who have high enthusiasm and discipline in carrying out their roles and functions are very influential both for individuals and for organizational goals. Human resource development has a direct relationship with organizational. Therefore, every organization is advised to optimize human resources in providing optimal contributions, among others by conducting training and development programs. It is also related to organizational productivity and can increase the effectiveness and efficiency of work. Human resources as the main supporter of an organization and its form, tend to develop to influence organizational behavior.

In organizational life people are hired, trained, informed, protected and developed. In other words, organizational behavior is how people behave in an organization. Organizational behavior is a field of study that investigates the behavioral impact of individuals, groups and structures within organizations, with the aim of applying knowledge to improve organizational effectiveness (Robbins & Judge, 2011). Understanding organizational behavior means understanding the behavior of organizational members, both individually and in groups. Understanding human behavior is a difficult thing because every human being as an individual has different behavior and this is a challenge for managers or leaders. Organizational behavior is more emphasized on how to make people accustomed to working in effective work teams, this aims to achieve increasing Human Resources performance. Therefore, organizational behavior has a major impact on employee performance in an organization.

Improved employee performance will bring progress for the company to be able to survive in an unstable competitive business environment. Every company has great expectations so that its employees can improve their performance better and be effective in carrying out their responsibilities for their work. Employees can work well if they have high performance so that they can produce good work as well. Performance is the result of employee work in terms of quality, quantity, working time, and cooperation to achieve the goals set by the organization. To obtain employees who have good performance, companies need to make efforts to meet the needs of their employees, namely by giving awards to employees who have performed the best for their company (Sutrisno, 2016).

Many factors can affect a person's performance, one of which is career development, so that employees try to complete their work better (Rivai, 2009). Career development is one way to improve employee performance and to improve work implementation so that it can be effective and efficient which can later have a better impact on employees in accordance with organizational or company goals. With the occurrence of this condition requires employees to be able to develop abilities so that they become more competent workforce in their fields and do not rule out competition or competition to be able to occupy a certain position/position. Career development supported by the company expects feedback from employees in the form of good performance (Marwansyah, 2014).

Another factor that affects employee performance is work-life balance. Inadequate work-life balance will pose a big risk to the welfare of employees, their performance, as well as organizational performance (Wambui et al., 2015). The implementation of work-life balance in organizational activities will have a significant impact on the company, as well as the employees. The balance between life in a good job will result in high morale, a feeling of satisfaction with the work you have, and a sense of full responsibility both in work and in personal life. In order to support increased performance, a comfortable, effective and efficient work environment is needed. Suwatno & Priansa (2011) argue that if managers manage work-life balance programs well, it can provide benefits and positive impacts for employees. Therefore, a company really needs a work-life balance in every company activity to support the performance of its employees.

There are various ways that employees can do to improve their performance in an organization or company. The same is true for employees of PT Bank Tabungan Pensiunan Nasional (BTPN) Branch Kupang. PT Bank Tabungan Pensiunan Nasional (BTPN) is a company engaged in the banking sector, which was established in 1958, and is headquartered in Jakarta. This Bank has the status of a Foreign Exchange Bank. To provide a work-life balance to its employees, PT Bank Tabungan Pensiunan Nasional (BTPN) Branch Kupang provides opportunities for employees to carry out activities outside of their responsibilities as employees on holidays every Saturday and Sunday without being disturbed by work so that employees can carry out activities with their families. as well as doing activities that interest them other than work. PT Bank Tabungan Pensiunan Nasional (BTPN) Branch Kupang also provides opportunities for employees to take time off which can be a form of work-life balance given to employees to spend time with family or continue their education that can support employee performance. In terms of career development, PT Bank

Tabungan Pensiunan Nasional (BTPN) increases the opportunity for promotions for its employees to be able to achieve the career path they want to achieve. the opportunity to develop a career for each employee makes employees feel confident in doing their work and strive to improve their performance even better for the sake of the company's continuity.

Based on the description above, this research uses the title: "The Effect of Work-life Balance and Career Development on Employee Performance at PT Bank Tabungan Pensiunan Nasional (BTPN) Branch Kupang"

2. Literature Reviews

Employee performance

Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law, and in accordance with morals and ethics (Prawirosentono in Sutrisno, 2010) Employee performance is the result achieved by someone from the job (Wibowo, 2010). Performance is a real behavior that is displayed by everyone as work performance produced by employees in accordance with their role in the company (Rivai & Basri, 2005). achieved by employees in carrying out work in accordance with their roles for a certain period of time. According to Bangun (2012), employee performance has five indicators:

1. Number of Jobs This dimension shows the number of jobs produced by individuals or groups as requirements that become job standards.
2. Quality of Work Every employee in the company must meet certain requirements to be able to produce work according to the quality required by a particular job.
3. Timeliness Each job has different characteristics, for certain types of work must be completed on time, because it has dependence on other jobs.
4. Attendance A certain type of work requires the presence of employees in doing it according to the specified time.
5. Cooperation Ability For certain types of work may have to be completed by two or more employees, thus requiring inter-employee cooperation is needed.

Work-Life Balance

Work-life balance is a broad concept that involves setting the right priorities between work (career and ambition) on the one hand and life such as happiness, leisure, family and spiritual development on the other (Singh & Khanna, 2011). Work-life balance is a form of satisfaction for individuals in achieving work-life balance (Hutcheson, 2012). Increasing individual job satisfaction will affect the individual's performance which will have an impact on the organization or company.

Work-life balance is an individual's ability to fulfill work and family commitments, as well as other responsibilities besides work and other activities (Delecta, 2011). According to Parkes and Langford (2008), work-life balance is a condition in which individuals are able to commit to work and family, and are responsible for both non-work activities. According to Lockwood (2003) work-life balance is a state of balance between two demands in which the work and life of an individual are the same. Based on some of the definitions above, it can be concluded that work-life balance is the role of an individual in aligning the demands of work and personal life to create satisfaction and well-being at work. According to Hudson (2005), work-life balance has three indicators :

1. Time balance

Time balance refers to the equivalence between the time a person devotes to his career and the time he devotes to his family or other aspects of life. The time needed to carry out tasks in the organization and its role in the life of the individual, for example, an employee in addition to work also needs time for recreation, gathering with friends also provides time for family.

2. Involvement balance

The balance of individual psychological involvement in meeting the demands of roles in work and family. The balance that involves the individual in the individual such as the level of stress and the involvement of the individual in work and in his personal life.

3. Satisfaction balance

The level of satisfaction at work and outside work. Perceived satisfaction, the individual has comfort in involvement in his work and in the individual's life.

Career Development

Career development is an effort to improve the technical, theoretical, conceptual, and moral skills of employees according to the needs of the job or position through education and training (Hasibuan, 2012). Career development is an employee's personal efforts to achieve a career plan (Kadarisman, 2012). Rivai (2009) suggests career development is the process of increasing individual work abilities achieved in order to achieve the desired career.

According to Busro (2018), Career Development is an effort carried out by every employee or organization to spur themselves to do optimally in serving and improving abilities/skills in carrying out the main tasks and functions of profit and non-profit organizations and all jobs. Career development is the process of identifying employee career potential and materials and applying appropriate ways to develop that potential (Danang, 2012). Based on some of the definitions above regarding career development, it can be concluded that career development is a process or effort made by individuals or organizations in planning and improving their future careers within the organization. The career development indicators according to Sihotang (2006) are :

1. Organizational policies

Organizational policies are the most dominant in influencing the career development of an employee in the company. Company policy is a determinant of whether or not there is career development in the company.

2. Work performance

Work performance is an important part of an employee's career development. Employees who have good performance in the company usually get promotions, because work performance is one of the references for organizations in carrying out career development.

3. Educational background

Educational background is one of the reference materials for companies to improve an employee's career, the higher the educational background of an employee, the greater the expectation of career advancement, and vice versa, the lower the education level of an employee, it will usually be difficult to get career development.

4. Training

Training is a facility obtained by employees from the company to be able to help improve the quality of work and careers in the future.

5. Work experience

Work experience is an important part of career development that is useful to be able to contribute in various job positions.

6. Loyalty to the organization.

Loyalty to the organization is the level of loyalty or loyalty of an employee to the company, the longer the employee works at the company, the higher the loyalty. Loyalty or loyalty is also useful for reducing employee turnover.

7. Flexibility in socializing and human relations

Flexibility in socializing and human relations is a person's need to be respected and recognized for his existence both by the company's internal and external environment.

Framework and Hypotheses

An important factor that can make the state of a company remain stable is the performance of company employees. Employee performance is real behavior or work results achieved by employees in carrying out work in accordance with their roles during a certain period of time. There are several indicators that regulate employee performance, namely the amount of work, quality of work, punctuality, attendance, ability to work together (Bangun, 2012)

Employee performance improvement can be done with a good work-life balance and career development factors that support employee performance. The implementation of work-life balance in organizational activities will have a significant impact on the company, as well as the employees. The balance between life in a good job will result in high morale, the emergence of feelings of satisfaction with the work they have, and a sense of full responsibility both in work and in personal life. There are several indicators that regulate work-life balance, namely time balance, involvement balance, satisfaction balance (Hudson, 2005).

Career development is one way to improve employee performance and to improve work implementation so that it can be effective and efficient which can later have a better impact on employees in accordance with organizational or company goals. There are several indicators that regulate career development, namely organizational policies, work performance, educational background, training, work

experience, loyalty to the organization, flexibility of association and human relations (Sihotang, 2006). Based on this description, the model framework in this research can be described as follows:

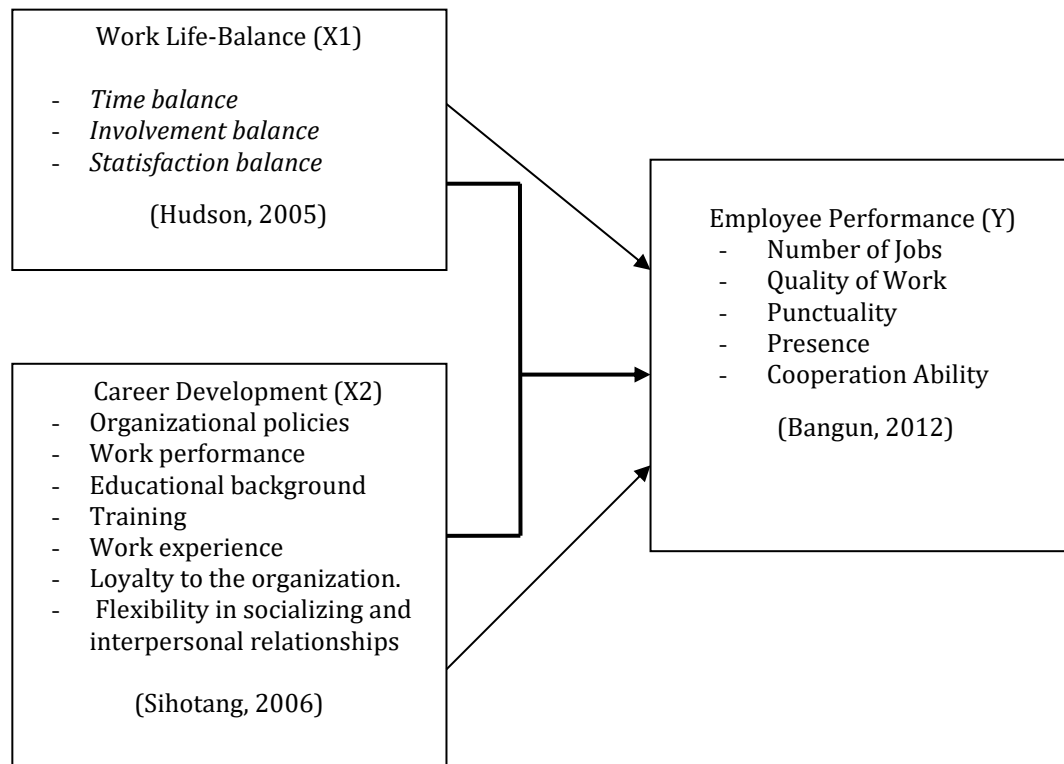


Figure 1. Framework

Based on the above framework, the following hypotheses are drawn: (1) It is suspected that work-life balance has a significant effect on employee performance (2) It is suspected that career development has a significant effect on employee performance (3) It is suspected that work-life balance and career development simultaneously have a significant effect. on employee performance.

3. Method

The type of research used in this research is associative research. Associative research is a study that aims to determine the relationship between two or more variables that are related to cause and effect. The research approach used in this research is quantitative research. Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing established hypotheses. Data was collected by distributing questionnaires, interviews, observation and documentation. The population in this study were all employees of PT Bank Tabungan Pensiunan Nasional (BTPN) Branch Kupang, as many as 36 employees. The sampling technique used for data collection was carried out with a saturated sample technique, namely a sampling technique when all members of the population were sampled (Sugiyono, 2017). The data obtained is then obtained using the SPSS application.

4. Results and Discussion

Respondent Characteristics

Respondents in this study aimed to provide a clear description of the characteristics of respondents as the object of research. The respondents studied were 36 people where the researcher divided the questionnaire into two parts, the first part was the identity of the respondent and the second part was the statements of the respondent's attitude regarding work-life balance, career development, and employee performance.

Based on data obtained from 36 employees of PT Bank Tabungan Pensiunan Nasional (BTPN) Branch Kupang using a questionnaire, so that the employee respondents can be classified as name, gender, age, and

years of service. The grouping of respondents in this study aims so that the author can know clearly about the description of the respondents which is described as follows.

Table 1. Characteristics of BTPN Bank Employee Respondents by Gender

| No | Jenis Kelamin | Jumlah (org) | Presentase (%) |
|-------|---------------|--------------|----------------|
| 1 | Laki-Laki | 27 | 75 |
| 2 | Perempuan | 9 | 25 |
| Total | | 36 | 100 |

Source: primary data processed in 2022

Based on the table, it can be shown that the respondents who filled out the questionnaire in this study showed that the percentage of men was greater than that of women, with the percentage value of men being 75% and women 25%. It can be concluded that the employees who work at the National Pension Savings Bank (BTPN) Branch Kupang are more male than female. This happens because in terms of completing work, men can be said to be faster than women and considering the profession of men as the head of the family or the breadwinner. While women will usually need time to think longer and thoroughly.

Table 2. Characteristics of BTPN Bank Employee Respondents by Age

| No | Usia | Jumlah (org) | Presentase (%) |
|-------|-----------------|--------------|----------------|
| 1 | 20-30 | 11 | 31 |
| 2 | 31-40 | 21 | 58 |
| 3 | Diatas 40 tahun | 4 | 11 |
| Total | | 36 | 100 |

Source: primary data processed in 2022

Based on the table, it can be seen that respondents who filled out the research questionnaire ranged between the ages of 31-40 years by 58%, 20-30 years by 31%, and >40 years by 11%. seen from the percentage of age, that the employees who work at the National Pension Savings Bank (BTPN) are dominated by employees ranging in age from 31-40 years by 58%. The Indonesian Ministry of Health states that the productive age is between 15-54 years. At the age of 31-40 years which is considered dominant, because at that age employees have work experience and are still of productive working age.

Table 3. Characteristics of BTPN Bank Employee Respondents Based on Length of Work

| No | Lama Bekerja | Jumlah (org) | Presentase (%) |
|-------|-----------------|--------------|----------------|
| 1 | 1-5 Tahun | 13 | 36 |
| 2 | 6-10 Tahun | 16 | 45 |
| 3 | Diatas 10 Tahun | 7 | 19 |
| Total | | 36 | 100 |

Based on the table, it shows that respondents who filled out the research questionnaire were dominated by 16 employees with a percentage of 45% and the least respondents with a tenure of more than 10 years were 7 employees with a percentage of 19%. This shows that the respondent has a long working period at PT. National Pension Savings Bank (BTPN) Branch Kupang. The length of service of an employee will have an influence on the performance of a person's employees in carrying out their work. This agrees with Sarwono and Soeroso (2011) who say that experienced employees can handle problems that occur in the field and are strong predictors in improving their performance.

Multiple Linear Regression Analysis

Table 4. Multiple Linear Regression Test
Coefficients^a

| Model | | Standardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|--------------------|---------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | | | |
| 1 | (constant) | | | | | |
| | Work_Life_Balance | -,2057 | 9,956 | | -,207 | ,838 |
| | Pengembangan_Karir | ,577 | ,281 | ,280 | 2,052 | ,048 |
| | | ,483 | ,125 | ,530 | 3,877 | ,000 |

Based on the table above, it can be obtained multiple linear regression equations, as follows

$$Y = -2.057 + 0.577 X_1 + 0.483 X_2$$

From the above equation can be explained as follows:

1. Based on the results of the multiple linear regression test output shows a constant value of -2.057. This means that if the work-life balance (x1) and career development (x2) variables are equal to 0 then the value on the employee performance variable (y) has a value of -2.057 units.
2. The regression coefficient (b1) of the work-life balance variable (x1) is 0.577, which means that if there is an increase of 1 point, then the employee's performance (y) will increase by 0.577 units.
3. The regression coefficient (b2) of the career development variable (x2) is 0.483, which means if there is an increase of 1 point, then the employee's performance (y) increases by 0.483 units.

Hypothesis Test

Partial Test (t Test)

The t-test was conducted to see how far the influence of work-life balance and career development on employee performance. Testing through the t test is to compare $t_{count} > t_{table}$ or compare the significance value with alpha ($\alpha = 0.05$)

Table 5. Partial Test Results (t Test)

| Model | Standardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|---------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 | (constant) | -2,057 | 9,956 | -,207 | ,838 |
| | Work_Life_Balance | ,577 | ,281 | ,280 | ,048 |
| | Pengembangan_Karir | ,483 | ,125 | ,530 | ,000 |

1. Effect of Work-Life Balance on Employee Performance (H1)
 - a. Determining statistical hypotheses
 Ho: work-life balance has no significant effect on employee performance at PT. National Pension Savings Bank (BTPN) Branch Kupang.
 Ha : work-life balance has a significant effect on employee performance at PT. National Pension Savings Bank (BTPN) Branch Kupang
 - b. Determining t_{count} and significance
 From the coefficient table, it is obtained that t_{count} is 2.052 while the significance is 0.048.
 - c. Define t_{table}
 Looking for a table with degrees of freedom $df = n-k = 36-2 = 34$, at the alpha (α) level of 0.05 for the two-tailed test, then we get $t_{table} = 2.032$.
 - d. Testing Criteria
 If $t_{count} > t_{table}$ or $significance <$, then Ho is rejected and Ha is accepted.
 If $t_{count} > t_{table}$ or $significance <$, then Ho is accepted and Ha is rejected.
 - e. Comparing t_{count} and t_{table} and significance and alpha.
 $t_{count} > t_{table}$ ($2.052 > 2.032$) and $significance <$ ($0.048 < 0.05$)
 - f. Conclusion
 Because t_{count} ($2.052 > 2.032$) and $significance$ ($0.048 < 0.05$), then Ho is rejected and Ha is accepted, meaning that work-life balance partially has a positive and significant effect on employee performance at PT. National Pension Savings Bank (BTPN) Branch Kupang.
2. The Effect of Career Development on Employee Performance (H2)
 - a. Determining statistical hypotheses
 Ho : Career development has no significant effect on employee performance at PT. National Pension Savings Bank (BTPN) Branch Kupang.
 Ha : Career development has a significant effect on employee performance at PT. National Pension Savings Bank (BTPN) Branch Kupang.
 - b. Determining t_{count} and significance
 From the coefficient table obtained t_{count} of 3.877 while the significance of 0.000.
 - c. Define t_{table}
 Looking for a table with degrees of freedom $df = n-k = 36-2 = 34$, at the alpha (α) level of 0.05 for the two-tailed test, then we get $t_{table} = 2.032$.
 - d. Testing Criteria
 If $t_{count} > t_{table}$ or $significance <$, then Ho is rejected and Ha is accepted.

- If $t_{count} > t_{table}$ or significance $<$, then H_0 is accepted and H_a is rejected.
- Comparing t_{count} and t_{table} and significance and alpha.
 $t_{count} > t_{table}$ ($3.877 > 2.032$) and significance $<$ ($0.000 < 0.05$)
 - Conclusion
 Because t_{count} ($3.877 > 2.032$) and significance ($0.000 < 0.05$), then H_0 is rejected and H_a is accepted, meaning that career development partially has a positive and significant effect on employee performance at PT. National Pension Savings Bank (BTPN) Branch Kupang.

Simultaneous Test (F Test)

Table 6. Simultaneous Test Results (F Test)

| | | ANOVA ^a | | | | |
|-------|------------|--------------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 235,823 | 2 | 117,912 | 10,547 | ,000 ^b |
| | residual | 368,927 | 33 | 11,180 | | |
| Total | | 604,750 | 35 | | | |

- Dependent Variable : Kinerja_Karyawan
- predictors : (Constant), Pengembangan_Karir, Work_Life_Balance

- Determining statistical hypotheses
 H_0 : Work-life balance and career development simultaneously have no significant effect on employee performance at PT. National Pension Savings Bank (BTPN) Branch Kupang.
 H_a : Work-life balance and career development simultaneously have a significant effect on employee performance at PT. National Pension Savings Bank (BTPN) Branch Kupang.
- Determining f_{count} and significance
 From the ANOVA table, f_{count} is 10.547 while the significance is 0.000.
- Finding f_{table} by determining the freedom $df_2 = n - k = 36 - 2 = 34$, at the alpha (α) level of 0.05 for the two-tailed test, then obtained $F_{table} = 3.28$.
- Testing Criteria
 If $F_{count} > F_{table}$, significance $<$, then H_0 is rejected and H_a is accepted.
 If $F_{count} > F_{table}$, significance $<$, then H_0 is accepted and H_a is rejected.
- Comparing F_{count} and F_{table} and significance and alpha.
 $F_{count} > F_{table}$ ($10.547 > 3.28$) and significance $<$ ($0.000 < 0.05$)
- Conclusion
 Because F_{count} 10,547 $>$ F_{table} 3,28 then H_0 is rejected and H_a is accepted, meaning that work-life balance and career development simultaneously have a significant effect on employee performance at PT. National Pension Savings Bank (BTPN) Branch Kupang.

Coefficient of Determination (R2)

The coefficient of determination (R square) or often symbolized by R^2 is interpreted as the contribution of the influence given by the variables X_1 and X_2 to Y . The value of the coefficient of determination (R Square) can be used to predict how big the contribution of the influence of the independent variable (X) to the dependent variable (Y). The following table results of the analysis of determination as shown in the following table:

Table 7. Coefficient of Determination test results
Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | ,624 ^a | ,390 | ,353 | 3,344 |

- predictors : (Constant), Pengembangan_Karir
- Dependent Variable : Kinerja_Karyawan

The results of the analysis show that the coefficient of determination is 0.353. This means that the work-life balance and career development variables have a contribution of 35.3% to employee performance, while the remaining 64.7% is influenced by other factors not examined in this study. The

magnitude of the coefficient of determination above shows that the ability of the work-life balance and career development variables in influencing employee performance variables is relatively weak, because the R² value of 0.353 is closer to 0.

Discussion of Research Results

Descriptive Extermination

In this study, there are two variables that become the object of research, namely the work-life balance variable (X1), the career development variable (X2), and the employee performance variable as the dependent variable (Y). This research was conducted at PT Bank Tabungan Pensiunan Nasional (BTPN) Branch Kupang with 36 employees using the Slovin formula with a population of 57 employees. Based on the results of descriptive analysis on the work-life balance variable at PT Bank Tabungan Pensiunan Nasional (BTPN) Branch Kupang, the achievement value is at a very high level. Thus, it is known that the work-life balance of the employees of PT Bank Tabungan Pensiunan Nasional (BTPN) Branch Kupang is fulfilled and creates an environment that is balanced between work and personal matters.

The results of descriptive analysis on career development variables at PT Bank Tabungan Pensiunan Nasional (BTPN) Branch Kupang, with the achievement value being at a high level. Thus it is known that the career development in PT Bank Tabungan Pensiunan Nasional (BTPN) Branch Kupang has been fulfilled. With career development, the company provides opportunities for employees to occupy a position or achieve the desired career. Employees will try to develop their abilities and compete with each other for certain positions.

The results of descriptive analysis on employee performance variables at PT Bank Tabungan Pensiunan Nasional (BTPN) Branch Kupang, with the achievement value being at a high level. This shows that the performance generated by employees at PT. The National Pension Savings Bank (BTPN) is high.

The Effect of Work-Life Balance on Employee Performance at PT. National Pension Savings Bank (BTPN) Branch Kupang

Based on the test results indicate that work-life balance has a positive and significant effect on employee performance at PT. National Pension Savings Bank (BTPN) Branch Kupang. It has a positive effect, which means that if the work-life balance increases, the employee's performance will increase, and vice versa. Significant means that work-life balance has an impact on employee performance.

The results of this study are supported by the theory of Wambui et al (2015) which argues that an inadequate work-life balance will pose a major risk to the welfare of employees, their performance and organizational performance. Thus, having a good work-life balance will also have a good influence on employee performance. The results of this study are in line with the results of previous studies conducted by Mardiani and Widiyanto (2021), Warin Angin & Saragih (2021) which found that work-life balance had a positive and significant effect on employee performance.

The positive and significant effect of work-life balance proves that having a balance between personal life and work can improve employee performance which will have a better impact on the company. By having a work-life balance, a person can be more productive. This is because the conditions felt by the person are quite supportive and increase their satisfaction in doing work. In addition, employees also become more creative because they have more time, energy, or capital to do things they enjoy. Conversely, if a person does not have a good work-life balance, his performance tends to decline and can damage other areas of life.

The Effect of Career Development on Employee Performance at PT. National Pension Savings Bank (BTPN) Branch Kupang

Based on the test results indicate that career development has a positive and significant effect on the performance of employees of PT. National Pension Savings Bank (BTPN) Branch Kupang. It has a positive effect, which means that if career development increases, employee performance will increase, and vice versa. Significant means that the development of water has an impact on employee performance.

The results of this study are supported by Rivai & Sagala (2013) suggesting that career development is the process of increasing individual work abilities achieved in order to achieve the desired career. Which means that employees will try to improve their performance to occupy a position. The results of this study are in line with Mendrofa and Nazara (2021) who found evidence that career development has a positive and significant effect on employee performance.

The positive and significant influence of career development proves that the career development provided by the company for its employees to occupy a position or achieve the desired career makes employees strive to develop their abilities and compete with one another to occupy certain positions.

Effect of Work-Life Balance and Career Development on Employee Performance at PT. National Pension Savings Bank (BTPN) Branch Kupang

Based on the analysis results show that work-life balance and career development simultaneously have a significant effect on employee performance, which means that work-life balance and career development together have an impact on employee performance. The results of this study are in line with research conducted by Mardiani and Widiyanto (2021) who found evidence that work-life balance has a significant effect on employee performance. The results of this study are also in line with the research conducted by Mendrofa & Nazara, (2021) with the title of research on the effect of career development on the performance of public companies in the Ya'ahowu market area of Nias Regency which found that career development has a positive and significant effect on employee performance.

The existence of a good work-life balance and career development within the company will have a positive impact on the company. If employees have a good work-life balance and career development, the enthusiasm for doing work will increase and have an impact on improving their performance.

The magnitude of the coefficient of determination given by the work-life balance and career development variables in influencing employee performance variables is relatively weak, which means that there are other factors besides work-life balance and career development that also affect employee performance at PT. National Pension Savings Bank (BTPN) Branch Kupang. The other factors that affect employee performance according to Cahyono (2005) include the ability, personality and interests of a worker, clarity and acceptance of a worker, and worker motivation.

5. Conclusion

The results of the descriptive analysis show that the average score on work-life balance is in the very high rating category, career development and employee performance are in the high rating category. Partial work-life balance (t-test) shows that the work-life balance variable has a positive and significant effect on employee performance at the National Pension Savings Bank (BTPN) Branch Kupang. In other words, the better the work-life balance owned by the employee, the higher the employee's performance. Career development partially shows that career development variables have a positive and significant effect on employee performance at the Branch Kupang of the National Pension Savings Bank (BTPN). In other words, the existence of career development in the company will increase employee performance. Work-life balance and career development simultaneously indicate that the variables of work-life balance and career development simultaneously have a significant effect on employee performance at PT. National Pension Savings Bank (BTPN) Branch Kupang.

Suggestions that can be given to PT. National Pension Savings Bank (BTPN) Branch Kupang, namely in the future PT. National Pension Savings Bank (BTPN) Branch Kupang can continue to improve work-life balance and career development and apply it to employees. This is because it can make employees motivated in completing their work and improve their performance. Employees are expected to strive to develop their performance for the company towards a better direction. Researchers who wish to conduct similar research are expected to enrich their knowledge by adding some other theories. And also for further researchers are expected to look for other factors from each variable work-life balance, career development that also affects the performance of employees at PT. National Pension Savings Bank (BTPN) Branch Kupang, among others: ability, interest, and work motivation.

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