

THE EFFECT OF WORK-LIFE BALANCE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT PLAYTOPIA TUNJUNGAN PLAZA SURABAYA

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Abstract

This study aims to analyze the effect of Work-Life Balance and Work Motivation on Employee Performance at Playtopia Tunjungan Plaza Surabaya. This research employed a quantitative approach with an explanatory research design. The population consisted of 15 employees of Playtopia Tunjungan Plaza Surabaya, and saturated sampling was used so that all 15 employees were included as respondents. Data were collected through questionnaires using a five-point Likert scale and analyzed using validity and reliability tests, classical assumption tests, multiple linear regression analysis, t-test, F-test, and coefficient of determination using IBM SPSS Statistics. The results show that Work-Life Balance has a positive and significant effect on Employee Performance, with a significance value of $0.027 < 0.05$. In contrast, Work Motivation does not have a significant effect on Employee Performance, with a significance value of $0.256 > 0.05$. Simultaneously, Work-Life Balance and Work Motivation have a significant effect on Employee Performance, as indicated by an F-test significance value of $0.021 < 0.05$. The coefficient of determination (R^2) of 0.476 indicates that Work-Life Balance and Work Motivation jointly explain 47.6% of the variation in Employee Performance, while the remaining 52.4% is explained by other factors outside the research model. These findings indicate that Work-Life Balance plays a more significant role in explaining Employee Performance than Work Motivation when examined individually. Therefore, organizations should consider employees' work-life balance alongside motivational factors when developing strategies to improve employee performance.

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

1. Introduction

Human resources are strategic assets that play an important role in determining the success of the organization in achieving company goals. Employee performance is one of the main indicators that affect organizational productivity, especially in the service industry which is highly dependent on service quality. Therefore, companies need to pay attention to various factors that can improve employee performance, including work-life balance and work motivation (Dessler, 2020; Herzberg et al., 1959).

The development of the family entertainment industry in Indonesia has also increased the company's demands in providing quality and customer satisfaction-oriented services. This condition requires companies to have professional, adaptive, and



productive human resources in carrying out their duties. One of the companies engaged in this sector is Playtopia, an *indoor playground* network in Indonesia that provides a variety of interactive rides for children, teenagers, and adults. In its operations, Playtopia prioritizes safety standards and service quality so that it requires employees who are able to work optimally in providing services to customers.

Playtopia Tunjungan Plaza Surabaya operates every day from 10.00 to 22.00 WIB with the deadline for visitors to enter at 21.00 WIB. The company's operations are divided into two areas, namely the *Playground* area on the 5th Floor and the *Arcade* area on the LG Tunjungan Plaza Surabaya Floor. These operational conditions show that the company needs human resources who are able to provide services consistently during operational hours and ensure the safety and comfort of visitors in every operational activity.

In addition, the work system implemented uses a *shift* schedule that follows the operating hours of shopping centers. Employees are also required to work on weekends and public holidays on a rotating basis according to the company's operational needs. These job characteristics show that employees face fairly dynamic job demands because they must be able to maintain a balance between personal and work life in the midst of high service intensity to customers. This condition has the potential to affect *work-life balance* and employee work motivation which ultimately has an impact on the performance produced.

Work-life balance is an individual's ability to balance the demands of work with his or her personal life effectively (Greenhaus & Beutell, 1985). This balance plays an important role in maintaining psychological well-being, productivity, and the quality of employee performance. Employees who have a good work-life balance tend to be able to work more focused and productive, while the imbalance between work and personal life has the potential to cause work fatigue and reduce the quality of the performance produced. With a flexible work system and high service demands, work-life balance is one of the important aspects to consider in human resource management in the family entertainment industry.

In addition to work-life balance, work motivation also has an important role in improving employee performance. Work motivation is an impulse that influences individual behavior in achieving organizational goals (Herzberg et al., 1959). Employees who have high work motivation tend to show better commitment, responsibility, and work spirit so that they are able to produce optimal performance. On the other hand, low work motivation can have an impact on decreased productivity and the quality of services provided to customers. Therefore, companies need to create working conditions that are able to encourage employee motivation so that organizational goals can be achieved effectively.

The relationship between work-life balance, work motivation, and employee performance can be explained through the Hierarchy of Needs Theory proposed by (Maslow, 1943). This theory explains that individuals have needs that are arranged hierarchically ranging from physiological needs, a sense of security, social, reward, to self-actualization. The fulfillment of these needs will affect the individual's motivation in work and ultimately have an impact on the performance produced. In the context of this study,

work-life balance plays a role in supporting the fulfillment of employees' physiological, security, and social needs, while work motivation is related to fulfilling the needs of rewards and self-actualization that contribute to improving employee performance.

Previous studies have shown that work-life balance and work motivation have an influence on employee performance in various sectors, such as education, banking, manufacturing, and government agencies. However, the results of the study cannot be generalized to the family entertainment industry which has different job characteristics. The indoor playground industry requires employees to provide direct service to customers with high intensity, work using a shift system that adjusts the operating hours of shopping centers, and carry out operational tasks on weekends and national holidays which are the periods with the highest level of visits. These conditions have the potential to affect work-life balance and employee motivation levels which ultimately have an impact on the performance produced.

In addition, research examining the effect of work-life balance and work motivation simultaneously on employee performance in the family entertainment industry, especially indoor playgrounds, is still relatively limited. Most previous research focused more on one variable separately or on industrial sectors that have more conventional work patterns. In fact, the characteristics of work in the entertainment service industry have different complexities because they require employees to maintain service quality, safety, and customer comfort in the midst of the flexibility of their working hours. This condition shows that there is a research gap that needs to be further studied from the perspective of human resource management.

Based on this description, this study aims to analyze the influence of work-life balance and work motivation on employee performance at Playtopia Tunjungan Plaza Surabaya. The results of the research are expected to make a theoretical contribution to the development of human resource management studies and become a consideration for companies in improving employee performance through optimal management of work-life balance and work motivation.

2. Grand Theory

This study adopts the Hierarchy of Needs Theory proposed by (Maslow, 1943), as its grand theory. Maslow explains that individuals are motivated to fulfill hierarchical needs, including physiological, safety, social, esteem, and self-actualization needs. The fulfillment of these needs influences employees' attitudes, motivation, and work behavior, which ultimately affect their performance.

In the organizational context, employees who experience a balance between their professional and personal lives and receive sufficient motivation from their work are more likely to achieve higher levels of job performance. Therefore, the Hierarchy of Needs Theory provides a theoretical foundation for explaining the relationship between work-life balance, work motivation, and employee performance examined in this study.

Work-Life Balance (X1)

Work-life balance refers to an individual's ability to effectively manage and maintain equilibrium between work responsibilities and personal life commitments.



According to (Greenhaus & Beutell, 1985), work-life balance is defined as the extent to which individuals are equally engaged and equally satisfied with their work and family roles. It encompasses not only the allocation of time but also the psychological involvement and satisfaction derived from both domains of life.

Work-life balance has become an essential factor in human resource management because it significantly influences employees' well-being, productivity, and job performance. Employees who successfully maintain a balance between their professional and personal lives tend to experience lower levels of stress, higher job satisfaction, and improved work performance. Conversely, an imbalance between work and personal responsibilities may lead to work-related fatigue, role conflict, and decreased productivity. (Greenhaus & Beutell, 1985), identified three dimensions of work-life balance, namely:

1. *Time Balance*, which refers to the equitable allocation of time between work and personal life.
2. *Involvement Balance*, which reflects an individual's psychological engagement in both work and non-work roles.
3. *Satisfaction Balance*, which represents the level of satisfaction experienced in balancing work and personal responsibilities.

In this study, work-life balance is defined as employees' ability to maintain an appropriate balance between their occupational responsibilities and personal lives while fulfilling organizational demands.

Work Motivation (X2)

Work motivation refers to the internal and external forces that encourage individuals to exert effort and achieve organizational goals. (Herzberg et al., 1959), through the Two-Factor Theory, explained that employee motivation is influenced by two categories of factors, namely motivator factors and hygiene factors. Motivator factors include achievement, recognition, responsibility, advancement, and the work itself, whereas hygiene factors consist of organizational policies, working conditions, interpersonal relationships, and compensation.

Work motivation plays a critical role in improving employee productivity and organizational performance. Employees with high levels of motivation tend to demonstrate greater commitment, enthusiasm, and responsibility in performing their duties. In contrast, low work motivation may negatively affect productivity, service quality, and employees' willingness to contribute to organizational objectives. The dimensions of work motivation adopted in this study include:

1. Achievement.
2. Recognition.
3. Responsibility.
4. Advancement.
5. The work itself.

Within the context of this research, work motivation is conceptualized as the employees' willingness and enthusiasm to perform their responsibilities effectively and contribute positively to organizational performance.



Employee Performance (Y)

Employee performance refers to the quality and quantity of work accomplished by employees in carrying out their assigned responsibilities. (Mangkunegara, 2017), defined employee performance as the results achieved by employees, both qualitatively and quantitatively, in accordance with the duties and responsibilities assigned by the organization.

Employee performance is considered a fundamental determinant of organizational success, particularly in service industries where employees directly influence customer satisfaction and service quality. High-performing employees are more likely to achieve organizational objectives efficiently and contribute to sustaining competitive advantages. According to (Mangkunegara, 2017), employee performance consists of four dimensions:

1. Quality of Work.
2. Quantity of Work.
3. Job Execution.
4. Responsibility.

In this study, employee performance is measured based on employees' ability to accomplish their duties effectively and efficiently while maintaining service quality and fulfilling organizational expectations.

Previous Studies

Wahyudin et al., 2025 examined the effect of work-life balance and work motivation on employee performance with job satisfaction as an intervening variable. The findings revealed that both work-life balance and work motivation positively and significantly influence employee performance. The study suggests that employees who are able to maintain work-life balance and possess high work motivation tend to demonstrate better work performance. (Akbar, 2025), investigated the influence of work-life balance, workload, and work motivation on employee performance in the banking sector. The results indicated that work-life balance has a significant positive effect on employee performance, highlighting the importance of balancing employees' professional and personal lives in improving organizational outcomes. (Harahap et al., 2025), analyzed the effect of work-life balance, work motivation, and work environment on employee performance. Their findings demonstrated that both work-life balance and work motivation significantly improve employee performance, suggesting that employees' psychological well-being and motivational factors are essential determinants of organizational productivity. (Ramdhani & Rasto, 2021), found that work-life balance positively and significantly affects employee performance. Employees who are able to balance work responsibilities and personal life tend to exhibit higher levels of productivity and commitment toward their organizational goals.

Based on previous studies, work-life balance and work motivation have consistently been identified as important determinants of employee performance. However, empirical studies conducted within the indoor playground industry remain limited, particularly those examining both variables simultaneously. Therefore, this study

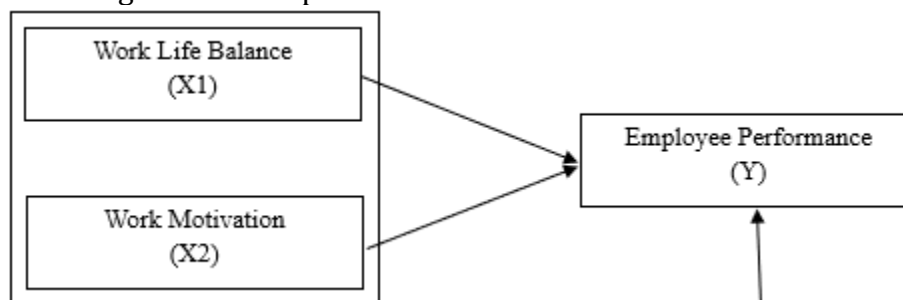


seeks to provide empirical evidence regarding the influence of work-life balance and work motivation on employee performance at Playtopia Tunjungan Plaza Surabaya.

Conceptual Framework

The conceptual framework illustrates the relationship between the independent variables, namely Work-Life Balance (X1) and Work Motivation (X2), and the dependent variable, Employee Performance (Y). Work-Life Balance reflects employees' ability to maintain equilibrium between their professional and personal lives, while Work Motivation represents the internal and external drives that encourage employees to perform their duties effectively. Both variables are expected to positively influence Employee Performance, either partially or simultaneously.

Figure 1. Conceptual Framework of the Research



Source: Researcher's Illustration (2026).

The conceptual framework shows that Work-Life Balance (X1) and Work Motivation (X2) are hypothesized to have a positive and significant influence on Employee Performance (Y). Employees who are able to maintain a balance between their professional and personal lives are expected to demonstrate better productivity and work outcomes. Likewise, employees with higher levels of work motivation are more likely to perform their responsibilities effectively and contribute positively to organizational objectives. Therefore, both variables are expected to simultaneously contribute to improving employee performance at Playtopia Tunjungan Plaza Surabaya.

Hypotheses

H1: Work-Life Balance has a positive and significant effect on Employee Performance at Playtopia Tunjungan Plaza Surabaya.

H2: Work Motivation has a positive and significant effect on Employee Performance at Playtopia Tunjungan Plaza Surabaya.

H3: Work-Life Balance and Work Motivation simultaneously have a positive and significant effect on Employee Performance at Playtopia Tunjungan Plaza Surabaya.

3. Methods

Research Design

This study employs a quantitative research approach using an explanatory research design to examine the influence of Work-Life Balance and Work Motivation on Employee Performance at Playtopia Tunjungan Plaza Surabaya. Quantitative research is

used to analyze the relationships among variables through statistical procedures based on numerical data collected from respondents. The explanatory approach is adopted to explain the causal relationship between the independent variables and the dependent variable investigated in this study (Creswell & Creswell, 2018).

Research Location

This research was conducted at Playtopia Tunjungan Plaza Surabaya, which operates daily from 10.00 a.m. to 10.00 p.m. (WIB). Playtopia consists of two operational areas located at Tunjungan Plaza Surabaya, namely the Playground area on the 5th Floor and the Arcade area on the Lower Ground Floor. The organization was selected as the research setting because of its distinctive operational characteristics, including a shift-based working system, direct customer interaction, and service demands during weekends and public holidays, which are relevant to the variables examined in this study.

Population and Sample

The population in this study consists of all employees working at Playtopia Tunjungan Plaza Surabaya. The total population comprises 15 employees occupying various operational positions within the organization.

Given the relatively small population size, this study employs a saturated sampling (*total sampling*) technique, whereby all members of the population are included as research respondents. According to Sugiyono (2022), saturated sampling is a sampling technique in which all members of the population are used as samples when the population size is relatively small. Therefore, the sample of this study consists of all 15 employees of Playtopia Tunjungan Plaza Surabaya.

Table 1. Population and Sample of the Study

Description	Total
Population	15 Employees
Sample	15 Employees
Sampling Technique	Total Sampling
Total Respondents	15 Employees
Total	15 Employees

Source: Developed by the Researcher (2026).

The population in this study consists of all employees working at Playtopia Tunjungan Plaza Surabaya, totaling 15 employees. Since the population size is relatively small, this study employs a saturated sampling (*total sampling*) technique, whereby all members of the population are included as research respondents. Accordingly, the total sample used in this study comprises 15 employees.

Operational Definition of Variables

Operational definitions are used to explain the variables examined in this study, including their dimensions, indicators, and measurement scales. All variables are



measured using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Table 2. Operational Definition of Variables

Variables	Indicators	Measurement Scale
Work Life Balance (X1)	Time Balance, Involvement Balance, Satisfaction Balance	Likert Scale (1-5)
Work Motivation (X2)	Achievement, Recognition, Responsibility, Advancement, The Work Itself	Likert Scale (1-5)
Employee Performance (Y)	Quality of Work, Quantity of Work, Job Execution, Responsibility	Likert Scale (1-5)

Source: Developed by the Researcher (2026).

Data Collection Techniques

This study utilizes primary data collected through questionnaires distributed directly to employees of Playtopia Tunjungan Plaza Surabaya. The questionnaire is designed based on the indicators of each research variable and measured using a five-point Likert scale. Respondents are asked to indicate their level of agreement with each statement provided in the questionnaire.

In addition, the data collection techniques in this study include:

1. Questionnaire.
2. Observation.
3. Literature Study.

Data Analysis Techniques

The data collected in this study are analyzed using the Statistical Package for Social Sciences (SPSS). Several statistical analyses are conducted to examine the relationship between the independent and dependent variables.

The analytical procedures include:

1. Validity Test.
2. Reliability Test.
3. Classical Assumption Tests.
4. Multiple Linear Regression Analysis.
5. Partial Test (*t-test*).
6. Simultaneous Test (*F-test*).
7. Coefficient of Determination (R^2).

4. Result

Validity Test

The validity test was conducted to determine whether each questionnaire item is capable of accurately measuring the intended research construct. An instrument is considered valid when each item demonstrates a significant correlation with the total score of its respective variable. In this study, the validity



test was performed using the Pearson Product Moment correlation. An item is regarded as valid if the calculated correlation coefficient (r-value) is greater than the critical value ($r\text{-table} = 0.514, n = 15, \alpha = 0.05$) and the significance value is less than 0.05.

Table 3. Validity Test Results

Item	Pearson Correlation (r)	Sig.	Remark
X1.1.1	0.959	0.000	Valid
X1.1.2	0.793	0.000	Valid
X1.2.1	0.959	0.000	Valid
X1.2.2	0.726	0.002	Valid
X1.3.1	0.969	0.000	Valid
X1.3.2	0.793	0.000	Valid
X2.1.1	0.959	0.000	Valid
X2.1.2	0.726	0.002	Valid
X2.2.1	0.969	0.000	Valid
X2.2.2	0.793	0.000	Valid
X2.3.1	0.886	0.000	Valid
X2.3.2	0.844	0.000	Valid
X2.4.1	0.969	0.000	Valid
X2.4.2	0.816	0.000	Valid
X2.5.1	0.959	0.000	Valid
X2.5.2	0.875	0.000	Valid
Y.1.1	0.979	0.000	Valid
Y.1.2	0.844	0.000	Valid
Y.2.1	0.959	0.000	Valid
Y.2.2	0.816	0.000	Valid
Y.3.1	0.969	0.000	Valid
Y.3.2	0.875	0.000	Valid
Y.4.1	0.932	0.000	Valid
Y.4.2	0.916	0.000	Valid

Source: Processed primary data using IBM SPSS Statistics (2026).

The results presented in Table 1 indicate that all questionnaire items have Pearson correlation coefficients ranging from 0.726 to 0.979, which are higher than the required $r\text{-table}$ value of 0.514. In addition, all significance values are below 0.05, indicating that the correlations between each item and the total score are statistically significant. These findings confirm that every indicator used to Work-Life Balance (X1), Work Motivation (X2), dan Employee Performance (Y).is capable of accurately representing its respective construct.

Overall, the validity test demonstrates that all 24 questionnaire items satisfy the validity criteria. Therefore, the research instrument is considered valid and appropriate for subsequent statistical analyses, including the reliability test, classical assumption tests, and multiple linear regression analysis.

Reliability Test

The reliability test was conducted to evaluate the consistency and stability of the research instrument in measuring the variables under study. A reliable instrument produces consistent results when administered repeatedly under similar conditions. In this study, reliability was assessed using Cronbach's Alpha. A questionnaire is considered reliable if the Cronbach's Alpha coefficient is 0.70 or higher, indicating acceptable internal consistency.

Table 4. Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
.986	24

Source: Processed primary data using IBM SPSS Statistics (2026).

Based on Table 2, the reliability analysis produced a Cronbach's Alpha coefficient of 0.986 for the 24 questionnaire items. This value is substantially higher than the minimum recommended threshold of 0.70, indicating an excellent level of internal consistency among the measurement items. The result demonstrates that the questionnaire items consistently measure the constructs of Work-Life Balance (X1), Work Motivation (X2), dan Employee Performance (Y)

Overall, the reliability test confirms that the research instrument is highly reliable and suitable for further statistical analyses, including the classical assumption tests, multiple linear regression analysis, and hypothesis testing.

Normality Test

The normality test was conducted to determine whether the research data were normally distributed before performing multiple linear regression analysis. Normality is one of the classical assumptions that must be satisfied to ensure the validity of parametric statistical analyses. In this study, the normality test was performed using the Kolmogorov-Smirnov and Shapiro-Wilk tests in IBM SPSS Statistics. Since the sample size consisted of only 15 respondents ($n < 50$), the Shapiro-Wilk test was used as the primary criterion for assessing data normality.

Table 5. Normality Test Results

Tests of Normality						
	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Work Life Balance	.241	15	.019	.847	15	.06
Work Motivation	.222	15	.045	.865	15	.078
a. Lilliefors Significance Correction						



Source: Processed primary data using IBM SPSS Statistics (2026).

Based on Table 3, the Shapiro-Wilk significance values for Work Life Balance and Work Motivation are 0.060 and 0.078, respectively. Since both significance values are greater than the significance level of 0.05, the data for both variables are considered to be normally distributed. Although the Kolmogorov-Smirnov significance values are below 0.05, the Shapiro-Wilk test was adopted as the primary basis for interpretation because it provides more accurate results for small sample sizes ($n < 50$). Therefore, the results of the normality test indicate that the research data satisfy the assumption of normality and are appropriate for further statistical analyses, including the classical assumption tests, multiple linear regression analysis, and hypothesis testing.

Multicollinearity Test

The multicollinearity test was conducted to determine whether there was a high correlation among the independent variables used in the regression model. Multicollinearity can affect the accuracy of regression coefficient estimates and make it difficult to determine the individual effect of each independent variable on the dependent variable. In this study, multicollinearity was assessed using the Tolerance and Variance Inflation Factor (VIF) values. A regression model is considered free from multicollinearity if the Tolerance value is greater than 0.10 and the VIF value is less than 10.

Table 6. Multicollinearity Test Results

Coefficients			
Model		Collinearity Statistics	
		Tolerance	LIVE
1	Work Life Balance	.229	4.376
	Work Motivation	.229	4.376
a. Dependent Variable: Employee Performance			

Source: Processed primary data using IBM SPSS Statistics (2026).

Based on Table 4, the Tolerance value for both Work Life Balance and Work Motivation is 0.229, which is greater than 0.10. Meanwhile, the VIF value for both variables is 4.376, which is below the maximum threshold of 10. Therefore, the regression model does not indicate any multicollinearity among the independent variables. Overall, the multicollinearity test confirms that Work Life Balance and Work Motivation can be included simultaneously in the multiple linear regression model, as there is no indication of excessive correlation between the independent variables.

Heteroscedasticity Test

The heteroscedasticity test was conducted to determine whether the regression model exhibited unequal variance of residuals across the observed values. In this study, the Glejser test was employed by regressing the absolute



residuals on the independent variables. A regression model is considered free from heteroscedasticity if the significance value (Sig.) for each independent variable is greater than 0.05.

Table 7. Heteroscedasticity Test Results

Variables	B	t	Sig.	Conclusion
Work Life Balance	-1.113	-1.409	0.184	No Heteroscedasticity
Work Motivation	0.448	0.892	0.390	No Heteroscedasticity

Source: Processed primary data using IBM SPSS Statistics (2026).

Based on Table 5, the significance value of Work Life Balance is 0.184, while the significance value of Work Motivation is 0.390. Both values are greater than 0.05. Therefore, the independent variables do not have a statistically significant effect on the absolute residuals. This indicates that the regression model does not exhibit heteroscedasticity.

Overall, the heteroscedasticity test confirms that the regression model satisfies the assumption of homoscedasticity, meaning that the residual variance is considered relatively constant across the observations. Therefore, the model is suitable for further multiple linear regression analysis and hypothesis testing.

Coefficient of Determination

The Model Summary presents the strength of the relationship between the independent variables, namely Work Life Balance and Work Motivation, and the dependent variable, Employee Performance. The coefficient of determination is represented by the R Square value, which indicates the proportion of variation in the dependent variable that can be explained by the independent variables in the regression model.

Table 8. Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.690a	.476	.389	5.356
a. Predictors: (Constant), Work Motivation, Work Life Balance				

Source: Processed primary data using IBM SPSS Statistics (2026).

Based on Table 6, the regression model has an R value of 0.690, indicating a relationship between Work Life Balance, Work Motivation, and Employee Performance. The R Square value of 0.476 indicates that 47.6% of the variation in Employee Performance can be explained jointly by Work Life Balance and Work



Motivation. The remaining 52.4% is explained by other factors that are not included in the research model.

Meanwhile, the Adjusted R Square value of 0.389 indicates that after considering the number of independent variables and the sample size, approximately 38.9% of the variation in Employee Performance can be explained by the regression model.

Simultaneous Test (F-Test)

The simultaneous test was conducted to determine whether Work Life Balance and Work Motivation jointly have a significant effect on Employee Performance. The F-test was used to evaluate the overall significance of the multiple linear regression model. The independent variables are considered to have a significant simultaneous effect on the dependent variable if the significance value is less than 0.05 (Sig. < 0.05).

Table 9. Simultaneous Test Results

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	313.305	2	156.652	5.460	.021b
	Residual	344.295	12	28.691		
	Total	657.600	14			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work Motivation, Work Life Balance						

Source: Processed primary data using IBM SPSS Statistics (2026).

Based on Table 7, the regression model produces an F-value of 5.460 with a significance value of 0.021. Since the significance value is less than 0.05, the null hypothesis is rejected and the alternative hypothesis is accepted. This indicates that Work Life Balance and Work Motivation simultaneously have a significant effect on Employee Performance. Therefore, the multiple linear regression model is statistically significant and can be used to examine the individual effects of Work Life Balance and Work Motivation on Employee Performance.

Partial Test (t-Test)

The partial test was conducted to determine the individual effect of each independent variable, namely Work Life Balance and Work Motivation, on Employee Performance. The t-test was used to assess whether each independent variable has a significant effect on the dependent variable. An independent variable is considered to have a significant partial effect if its significance value is less than 0.05 (Sig. < 0.05).



Table 10. Partial Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-11.335	18.261		-.621	.546
	Work Life Balance	3.537	1.404	1.101	2.520	.027
	Work Motivation	-1.063	.892	-.521	-1.192	.256
a. Dependent Variable: Employee Performance						

Source: Processed primary data using IBM SPSS Statistics (2026).

Based on Table 8, Work Life Balance has a significance value of 0.027, which is less than 0.05. Therefore, Work Life Balance has a positive and significant partial effect on Employee Performance. The positive regression coefficient of 3.537 indicates that an increase in Work Life Balance is associated with an increase in Employee Performance, assuming other variables remain constant.

Meanwhile, Work Motivation has a significance value of 0.256, which is greater than 0.05. Therefore, Work Motivation does not have a significant partial effect on Employee Performance. Although the regression coefficient is negative (-1.063), this effect is statistically insignificant.

Regression Equation

Based on the value of Unstandardized Coefficients (B), the linear regression equation is:

$$Y = -11.335 + 3.537X_1 - 1.063X_2$$

Where:

- H1 received → Work Life Balance has a positive and significant effect on Employee Performance (Sig. 0.027 < 0.05).
- H2 rejected → Work Motivation had no significant effect on Employee Performance (Sig. 0.256 > 0.05).
- H3 received → Work Life Balance and Work Motivation together had a significant effect on Employee Performance (Sig. 0.021 < 0.05).

The results indicate that Work Motivation does not have a significant effect on Employee Performance. This finding suggests that variations in employee motivation alone may not be sufficient to significantly influence performance in the context of this study.

Discussion

The Effect of Work Life Balance on Employee Performance

The results of the partial hypothesis test indicate that Work Life Balance has a positive and significant effect on Employee Performance. This is demonstrated by a



significance value of 0.027, which is lower than 0.05, with a positive regression coefficient of 3.537. Therefore, the first hypothesis (H1), which states that Work Life Balance has a positive and significant effect on Employee Performance, is accepted.

This finding indicates that employees who are able to maintain a balance between their work responsibilities and personal lives tend to demonstrate better performance. In the context of this study, a balanced work-life condition may help employees maintain concentration, manage work demands, and perform their responsibilities more effectively. When employees have sufficient opportunities to manage their personal and work-related needs, they may experience less interference between the two domains, allowing them to maintain their performance at work.

The finding also suggests that Work Life Balance is an important factor in supporting employee performance. A work environment that allows employees to manage their work and personal responsibilities appropriately can contribute to better work outcomes. Therefore, maintaining a reasonable balance between work and personal life may be considered an important managerial consideration in improving employee performance.

The Effect of Work Motivation on Employee Performance

The results of the partial hypothesis test show that Work Motivation does not have a significant effect on Employee Performance. This is indicated by a significance value of 0.256, which is greater than 0.05. Therefore, the second hypothesis (H2), which states that Work Motivation has a significant effect on Employee Performance, is rejected.

The non-significant result indicates that differences in employees' levels of motivation were not sufficiently strong to produce a statistically significant difference in their performance in this study. This may occur because employee performance can be influenced by other factors beyond motivation, such as work-life balance, workload, work environment, leadership, work systems, or organizational conditions.

In this study, Work Life Balance demonstrated a significant effect, while Work Motivation did not. This suggests that employees' ability to maintain an appropriate balance between work and personal life may have a more direct relationship with their performance than motivation alone. Therefore, improving employee performance should not focus solely on increasing motivation but should also consider broader working conditions that support employees in carrying out their responsibilities.

The Simultaneous Effect of Work Life Balance and Work Motivation on Employee Performance

The simultaneous test indicates that Work Life Balance and Work Motivation jointly have a significant effect on Employee Performance. The ANOVA results show an F-value of 5.460 with a significance value of 0.021, which is lower than 0.05. Therefore, the third hypothesis (H3) is accepted.

The Model Summary also shows an R Square value of 0.476, indicating that Work Life Balance and Work Motivation jointly explain 47.6% of the variation in Employee

Performance, while the remaining 52.4% is explained by other factors outside the model.

These findings indicate that although Work Motivation does not have a significant effect individually, it contributes to the overall regression model when examined together with Work Life Balance. This demonstrates that employee performance is influenced by a combination of factors rather than by a single factor. Therefore, organizations should consider both employee well-being and motivational aspects when developing strategies to improve employee performance.

5. Conclusion

Based on the results of the multiple linear regression analysis examining the effect of Work Life Balance and Work Motivation on Employee Performance, the following conclusions can be drawn:

1. Work Life Balance has a positive and significant effect on Employee Performance. The significance value of $0.027 < 0.05$ indicates that H1 is accepted. This means that better Work Life Balance is associated with higher Employee Performance.
2. Work Motivation does not have a significant effect on Employee Performance. The significance value of $0.256 > 0.05$ indicates that H2 is rejected. This means that differences in Work Motivation do not significantly explain differences in Employee Performance in this study.
3. Work Life Balance and Work Motivation simultaneously have a significant effect on Employee Performance. The F-test produces a significance value of $0.021 < 0.05$, indicating that H3 is accepted.
4. The R Square value of 0.476 indicates that Work Life Balance and Work Motivation jointly explain 47.6% of the variation in Employee Performance, while the remaining 52.4% is attributable to other factors not included in this research model.

Overall Conclusion

Overall, the findings emphasize that Work Life Balance plays a more significant role in explaining Employee Performance than Work Motivation when examined individually. Nevertheless, both variables collectively contribute significantly to the regression model. These findings, in the context of employees at Playtopia Tunjungan Plaza Surabaya, suggest that efforts to improve employee performance should consider not only motivational factors but also employees' ability to maintain a healthy balance between their work and personal responsibilities.

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