

THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT ON WORK LIFE BALANCE AND EMPLOYEE PERFORMANCE

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Abstract

The purpose of this research is to analyze the effect of Perceived Organizational Support on Work-life Balance and Employee Performance. This study used random sampling which was distributed to female health workers in Indonesia. This study uses the Partial Least Square analysis technique using SmartPLS 3.3.9. The results of statistical test analysis using $\alpha = 0.05$. Meanwhile, the results of this study indicate that perceived organizational support has a positive and significant effect on work-life balance and perceived organizational support has a positive and significant effect on employee performance.

Keywords : *Perceptions of Family Support, Work-Life Balance, Employee Performance*

1. INTRODUCTION

Work support is one of the most important aspects for employees in an organization (Ashar & Murgianto, 2019). When employees feel support from the organization, they will certainly make an active contribution to continue trying to meet the goals of an organization (Onyeka & Onuoha, 2021). Colleagues and supervisors are individuals who have a fairly strong influence on employee performance, and co-workers are individuals who have very close interactions with one another in an organization so that the support of co-workers has the ability to make the work environment a pleasant or unpleasant place. It is pleasant to spend time at work, meaning that the support of a conducive and comfortable work environment is one of the factors that influence how much an employee's performance level is at work (Wijayati et al., 2020). Organizational support provided by superiors to employees is able to reflect a sense of care and personally an employee will feel valued for his work (Supriadi et al., 2021). With the high support provided by superiors, it is certainly able to motivate employees to work more optimally in order to achieve the expected targets. Superior support can be provided in the form of verbal appreciation and an opportunity to communicate intensively for the achievements of the work that has been done (Siswanti & Pratiwi, 2020). Organizational support from superiors has an influence on employee performance because employees feel that there is direction and support given in solving problems. This means that the organizational support provided is able to have a significant impact on employees in completing their tasks so that work will be completed more quickly and have an impact on improving employee performance (Ekowati & Fintariasari, 2021). Employees who feel that they are involved have a deep understanding of their work environment and work diligently to improve their performance (Rahmadalena & Asmanita, 2020). According to Akhigbe & Osita-Ejikeme (2021), employees become more involved and realize how important it is for the organization when given meaningful work so that employee engagement will grow as a result of work by creating an atmosphere that encourages positive feelings such as involvement and pride in their work leading to on performance improvement.

Work-life balance is the extent to which individuals are able to be involved and also have a sense of satisfaction between work and roles in the family and personal life (Pouluse & Sudarsan, 2014). Research conducted by Lei Wu, Rusyidi, Claiborne and McCarthy (2013) states that employees who have a good work life balance will form job satisfaction. This is reinforced based on research conducted by Nurendra and Saraswati (2016), that work-life balance can increase job satisfaction by reducing work stress first. In addition, employees who have a good work-life balance will have high loyalty to the organization (Rahmawati, 2016) and commitment to the

organization (Novelia, Sukirman & Hartana, 2013). According to Robbins (2015), employees who have negative feelings and feel dissatisfied with their work can leave the job. Employees who are under pressure and feel dissatisfied with their jobs are less likely to have innovative ideas. The results of research by Yadav and Dabhade (2014) prove that employees will be loyal to the company and provide innovative ideas if they get the expected work-life balance conditions. One of the factors that influence work-life balance is the organization itself. The organization will certainly provide organizational support to employees. Employees who receive good organizational support will form a perception of an organization that cares about employee welfare. This perception is called the perception of organizational support (Perceived Organizational Support). Perceived organizational support is a perception of employees in the organization in providing a support and a sense of care for the welfare of its employees (Rhoades & Eisenberger, 2002). Research conducted by Mujiasih (2015) regarding the relationship between perceived organizational support and employee performance conducted in private companies in Semarang shows that there is a significant relationship between perceived organizational support and employee performance. Rhoades and Eisenberger (2002) said that an employee who gets organizational support at the highest level will bring up three things, namely caring and helping to achieve organizational goals, including role status in the organization as a social identity, and strengthening employee beliefs, where the better the employee's performance, the the greater the appreciation given by the organization to employees.

LITERATUR REVIEW

Employee Performance

Employee performance is the level of success of an individual (employee) in completing the task responsibilities assigned to him to exceed predetermined standards. (Gibson, Riccio, Schmuckler, & Stoffregen, 1987)

Work Life Balance

Work Life Balance is defined as an individual's ability to fulfill work and family commitments. This includes other obligations outside of work and other activities (Delecta, 2011)

Perceptions of Organizational Support

Perceived organizational support is defined as an employee's perception of the appreciation of the contribution and performance of employees and their perception of the company's concern for the welfare of employees. (Eisenberger, Huntington, Hutchison, & Sowa., 1986)

2. IMPLEMENTATION METHOD

This study uses primary data. Primary data conducted by researchers by giving questionnaires to respondents using the Google form. Then in this study, the sample used was health workers who work in Indonesia. The sampling technique in this study used a random sampling technique. In quantitative research, a sample size of 100 respondents can be said to be feasible. Data analysis uses Smartpls with partial least squares (PLS) analysis which aims to examine the influence relationship between one variable on another variable. The method used in this study is a quantitative method in which in this study there are two hypotheses as follows:

H1: Perceived organizational support has a positive and significant impact on work-life balance

H2: Perceptions organizational support has a positive and significant impact on employee performance.

3. RESULTS AND DISCUSSION

Results

Partial least squares analysis (PLS)

Partial least squares (PLS) analysis which aims to examine the influence relationship between one variable on another variable. Based on the results of this study, it was found that there was a relationship between perceptions of organizational support for work-life balance, perceptions

of organizational support for employee performance. The following are the results of data processing that has been carried out:

Table 2. Path Coefficients

	Original samples (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
POS~>WLB	0.505	0.500	0.099	5.117	0.000
POS~> EP	0.493	0.502	0.091	5.434	0.000

A formative construct will be declared significant if it has a P Value smaller than a significance value of 5% (P Value <0.05) and has a Statistical T value > 1.96. If you look at the data in the table above, then all hypotheses are accepted

Determination Analysis

To see the inner model value in SmartPLS, you can start by looking at the R-Square value for each endogenous variable. The R-Square value is used to determine how much influence certain exogenous variables have on certain endogenous variables. The results of calculating the R-Square value can be seen in the following table:

Table 4. R-Square Value

Variable	R-Square
Perceptions Organizational Support (X1)	0,000
Work-Life Balance (Y1)	0,720
Employee Performance (Y2)	0,243

If you look at the data in the table above, it can be seen that perceptions of organizational support (X1) affect the Work-Life Balance (Y1) variable by 72% and the rest are influenced by other variables outside this research model. Work-Life Balance (Y1) affects the employee performance variable (Y2) by 24.3% and the rest is influenced by other variables outside this research model

Discussion

The Relationship of the Effect of Perception Organizational Support on Work Life Balance

Perceived organizational support is important in maintaining a healthy work-life balance. This is supported by the results of research conducted by Thakur and Kumar (2015) entitled "The Effect of Perceived Organizational Support, Role Related Aspects and Work Involvement on Work-life balance: Self Efficacy as a Moderator". The results show that employees who receive positive organizational support will help them balance roles in work and personal life. Organizations that do not understand this can abuse the hard work of employees. Conversely, organizations that care about the work-life balance of employees will show their support through policies that prioritize work-life balance (Muthu et al., 2015). Support from the organization will be interpreted by employees as a form of organizational concern to assist employees in balancing their work and personal lives (Shaffer et al., 2001). Similar to this opinion, Thakur and Kumar (2015) stated that the organizational support that employees receive makes them feel cared for so they have no difficulty balancing roles in work and roles in the family.

Based on the results of research showing the existence of organizational support by implementing policies that help employees meet the needs of both work and family so as to reduce tension due to role conflict. A similar opinion was expressed by Voydanoff (in Maszura & Novliadi, 2020) who stated that the level of organizational support can reduce conflicts between work and personal life by managing boundaries in work and family and determining policies that

not only prioritize work interests but also family interests. Valcour, et al. (2011) explained that workplace factors can influence how employees perceive organizational support for work-life balance with two mechanisms. First, by directing employees to interpret the environment in the organization as a signal of support provided by the organization. Second, by helping employees develop and maintain resources that can be useful in meeting work and non-work demands. Based on what they have experienced at work, employees make judgments about the extent to which the organization supports their efforts to balance work and personal life. In addition, employees also tend to develop perceptions about support from the organization based on the extent to which the demands and resources obtained enable them to carry out work and personal or family responsibilities. Organizational support can be a resource that reduces the burden of demands from the two dominant areas, namely work and personal life. Employees who feel they get a lot of support from the organization will have a source of positive energy that can overcome role tension that causes stress. Role tension can be experienced by individuals when various roles conflict and interfere with each other. The demands in each of these roles create competition for time, physical and psychological energy within the individual (Thakur & Kumar, 2015). Research shows that demands that are perceived as posing a threat (e.g., excessive workload and ambiguity in roles or tasks) are associated with employee perceptions that the organization provides less support, while positive resources (e.g., assistance from superiors, household allowances, health benefits, training, etc.)) can increase employees' positive perceptions of support from the organization (Lambert, in Valcour, et al., 2011).

The Effect of Perception Organizational Support on Employee Performance

The results of this study explain that there is a positive and significant influence of organizational support on employee performance. thus, the higher the organizational support for employees, the higher the quality and quantity of employee performance in bringing the organization to achieve the desired goals. This is in line with the research of Diana & Frianto (2021) and Soetrisno & Sutanto (2017). The sense of organizational concern given to employees is able to increase a sense of enthusiasm and emotional passion which provides a reciprocal sense of attachment of an employee to the organization, thereby triggering employee performance so that in the future it will continue to experience improvement. As an implication, the existence of support is able to create a comfortable working atmosphere in completing work will make employees not easily feel tired and also reduce feelings of boredom in doing work. This is also inseparable from the existence of welfare support and facilities provided by the organization to employees so they are able to continue to improve their talents by honing their competencies through training and workshops. Organizational support that cares about employees to always work from the heart emotionally and give all their abilities to the maximum because of the reciprocal obligations and responsibilities given by the organization to employees so that they are able to increase their determination to continue to never give up on the challenges they face.

4. CONCLUSION

Based on this research, it can be concluded that perceived organizational support has a positive and significant effect on employee performance. That is, by increasing the organizational support provided to employees, employee performance will increase so that organizational goals can be achieved more optimally and employees will also be more enthusiastic about completing their work. Perceived organizational support also has a positive and significant effect on work life balance. The higher the work life balance of an employee towards the organization, the higher the performance given to the organization. Perseverance also makes it a form of employee responsibility that makes him keep trying to complete his work and never give up on even the most difficult work. This will provide feedback on the performance of employees who will achieve maximum results.

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