

The Influence of Work-Life Balance, Spirituality, And Work Environment on Employee Performance Through Supportive Leadership Style as An Intervening Variable in The Representative Office of Bank Indonesia Jember

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ABSTRACT : This research objectives were to determine the influence of work-life balance, spirituality and work environment on employee performance through a supportive leadership style as an intervening variable at the Bank Indonesia Jember representative office. This research used the Explanatory Research type. The population in this research was all Bank Indonesia Jember employees with permanent employment status and working for more than one year because employees who have experience will be more consistent in their work, totaling 48 people. The sampling method used a purposive sampling method. The data analysis method uses Structural Equation Modeling (SEM) with the SmartPLS application. The results of the research showed that 1) work-life balance, spirituality, work environment influenced the leadership style at the BI Jember Agency, 2) work-life balance, spirituality, work environment, and leadership style influenced the performance of BI Jember employees, 3) work- life balance, spirituality and work environment influenced the performance of BI Jember employees style through supportive leadership as an intervening variable.

KEYWORDS : Work-Life Balance, Spirituality, Work Environment, Supportive Leadership Style, Performance

I. INTRODUCTION

Bank Indonesia is the Central Bank of the Republic of Indonesia or the only Independent Institution which has the duties and functions of maintaining the stability of the value of the rupiah, maintaining the payment system and financial system. The Bank Indonesia Jember Representative Office is one of the work units in the East Java region which has a role and function as an extension of the head office in implementing policies as well as its functions and duties. One of the roles of the Bank Indonesia Jember Representative Office is as a supporter in providing information and input to the Central Bank Indonesia Office regarding regional economic conditions. In order to improve employee performance, companies must use various methods, one of which is by increasing work-life balance or work-life balance. Based on research and observation at the Bank Indonesia Jember Representative Office, it can be seen that employees have a sense of responsibility to complete their work quickly within the specified time. However, this can experience inconsistencies due to several obstacles that affect the employee's work life balance. Like employees who are still in the office to complete additional work even though working hours are over. There are activities on holidays such as competency improvement activities which become a routine agenda so that time with family will be reduced.

In improving employee performance, the spiritual aspect is also an important factor in influencing each individual's motivation. Spirituality will encourage a person to create awareness, both awareness of behaving honestly and also being trustworthy in carrying out work with full responsibility. According to Burack d. Arwani (2013) stated that many organizations place the values of honesty as the main focus that must be had. Awareness and belief in God which is embedded in the heart and used as the core guideline of spirituality is the basic capital possessed by every person which is expected to be able to color all the activities of his life. (Pratama, 2013).

In this case, there are several phenomena at the Bank Indonesia Jember Office, where from the observations made there is still room for improvement, including increasing the presence of group worship at prayer times and following studies organized by Central Bank Indonesia and the Bank Indonesia Jember Representative Office. This cannot be fully carried out by employees due to concurrent official activities and work tasks that must be completed according to the time determined by the institution or superior. So there is a need for good time management and a balance between work and spirituality in fostering a spirit of motivation in improving employee performance.

The phenomenon that occurs at the Bank Indonesia Jember Office is that there are differences in working conditions, especially in each work unit according to the work process that has been determined. As in the Rupiah Currency Management Unit, there is a special room for cash processing machine operations on the ground floor with minimal outside lighting and air ventilation. This is a special area designated for processing by minimizing contact with outside parties in maintaining sterilization in order to mitigate the occurrence of fraud in money processing. This is different from other units where there is a lot of ventilation and air circulation because it is not a special area so employees can easily get light from outside and frequently experience air circulation.

Increasing employee performance is also carried out by being influenced by supportive leadership so that it is hoped that they will be able to motivate employees in carrying out their work which is part of their responsibilities to a greater extent (Manik et al, 2019:3). In this case, the role of KPwBI Jember's leadership style greatly influences employee motivation. With the existence of a work culture program that aims to support Bank Indonesia's transformation, collaboration between leaders and subordinates is indirectly required. In this case, leadership support will increase work motivation which will have an impact on the performance of KPwBI Jember employees.

II. THEORITICAL REVIEW

2.1 Work-Life Balance

According to Rincy & Panchanatham, (2010) work life balance is defined as a balanced condition felt by individuals which is characterized by a minimal level of conflict that arises between work demands and their personal lives, so the roles they play can run in balance.

2.2 Spirituality

According to Myers (2000), spirituality is an awareness of a power that transcends material aspects of life outside the individual and an awareness that leads to a sense of wholeness and connectedness to the universe. Spirituality has connotations of interconnectedness and self-transcendence as a form of opposite to self-centeredness.

2.3 Work Environment

According to Nitisemito (2019:183) defined the work environment as follows: Work environment is everything around workers that can influence them in carrying out their assigned tasks.

2.4 Supportive Leadership Style

According to Tisnawati and Saefullah (2020:269), a supportive leadership style is a leader who tends to be friendly and easy to engage in dialogue with anyone. Give full attention to the welfare of subordinates, and treat members equally.

2.5 Performance

Dewi & Harjoto (2019: 89) said that performance is the result or overall level of success of a person during a certain period in carrying out tasks compared to various possibilities, such as standards of work results, targets or objectives or predetermined criteria that have been mutually agreed together.

2.6 Previous Research

Yuan Badrianto (2021), (Linda Lestari, 2021) explained that work life balance and spirituality have a positive and significant effect on employee performance. Meanwhile research conducted by (Hasanah Rimiyati, 2016), (Tamunomiebi, M.D., & Oyibo, C., 2020) revealed the opposite, spirituality has no effect on employee performance and work life balance cannot yet be the sole variable to be effective in improving employee performance. .

III. METHOD

This research uses the Explanatory Research type. The population in this research is all Bank Indonesia Jember employees with permanent employment status and working for more than one year because employees who have experience will be more consistent in their work, totaling 48 people. The sampling method uses a purposive sampling method. The data analysis method uses Structural Equation Modeling (SEM) with the SmartPLS application.

IV. DISCUSSION

4.1 The Influence of Work-Life Balance on Supportive Leadership Style

The results of the hypothesis test showed that Work-Life Balance has an effect on Supportive Leadership Style by looking at the significance level, which is 0.001. The influence shown by the regression coefficient is positive, meaning that the better the Work-Life Balance, the better the Supportive Leadership Style

will be (H1 is accepted). The balance between the time employees give to their careers and the time given to family or aspects of life other than careers is very balanced at BI Jember. The time needed to carry out tasks in the organization and its role in individual life, for example an employee, apart from work, also needs time for recreation, gathering with friends and also providing time for family has been implemented. The findings of this research are consistent with other research (Lukmiati et al. , 2020; Al Harbi, 2020; Wulandari & Hadi, 2021; Suyatno & Ali, 2022) which stated that employee performance is significantly influenced by work life balance. Apart from that, it is also in line with previous research with the results that the greater the feeling of balance between work and personal life among employees, the greater the possibility that they will feel empowered to carry out both responsibilities as well as possible (Wulandari & Hadi, 2021).

4.2 The Influence of Spirituality on Supportive Leadership Style

The results of the hypothesis test showed that Spirituality has an influence on Supportive Leadership Style by looking at the significance level, which is 0.013. The influence shown by the regression coefficient is positive, meaning that the better the Spirituality, the better the Supportive Leadership Style will be (H2 is accepted). The results of this research found that spirituality has a positive and significant effect on supportive leadership style, meaning that the better the employee's spirituality, the better the supportive leadership style. According to the perception of employees at BI, good spirituality is the main element. BI Jember employees feel aligned with the organization's values, such as employee behavior that feels connected and wants to achieve organizational goals, employees have a spirit of integrity with the mission and vision of organizational values and the organization cares about employee welfare. This is a form of spirituality in BI Jember employees. Other research conducted by Urumsah, Wicaksono, &Pratama (2019) showed the results that spiritual intelligence has a positive effect on the leadership culture of an organization which is also in accordance with this research. This means that an individual who has spiritual intelligence will be able to build a good organizational leadership culture.

4.3 The Influence of the Work Environment on Supportive Leadership Style

The results of the hypothesis test showed that the work environment influences the supportive leadership style by looking at the significance level, which is 0.042. The influence shown by the regression coefficient is positive, meaning that the better the work environment, the better the supportive leadership style will be (H3 is accepted). At the BI Jember Office, the work environment has been proven to influence a worker in carrying out the tasks assigned. In other words, the BI Jember work environment and the elements around the company can have a direct or indirect impact on the company. It can be seen that the workplace and spatial arrangement or layout, tools and facilities, as well as the attitude of employees towards fellow colleagues at BI Jember are in accordance with existing SOPs. So the results of this research complement previous research, namely the work environment, which showed that the work environment has a positive influence on supportive leadership style (Akinwale & George, 2020; Dziuba et al., 2022). This influence is measured by indicators of lighting in the workplace, a comfortable working atmosphere, and communication with coworkers. This has relevance for KPwBI Jember employees who have different working climates in each unit.

4.4 The influence of Work-Life Balance on Employee Performance

The results of the hypothesis test showed that Work-Life Balance has an effect on employee performance by looking at the significance level, which is 0.034. The influence shown by the regression coefficient is positive, meaning that the better the Work-Life Balance, the better the employee's performance will be (H4 is accepted). For BI Jember employees, work-life balance is considered a concern for getting a good quality of life for workers, so discussions related to work-life balance have become a study that is developing quite rapidly at the moment. Both authorized companies as employers and employees as workers consider the importance of work and personal life, such as family, due to the demands of their work. The results of this study are in line with previous research conducted by Majumdar et al. (2022) who conducted research on employees working in the banking sector in India.

4.5 The influence of Spirituality on Employee Performance

The results of the hypothesis test showed that spirituality influences employee performance by looking at the significance level, which is 0.027. The influence shown by the regression coefficient is positive, meaning that the better the Spirituality, the better the employee's performance will be (H5 is accepted). This is in accordance with the situation at the Jember BI Agency, where the sense of spirituality in work has begun to grow so that the work results obtained are also getting better. This can be seen through employee performance assessments and evaluations which are carried out every month with increasingly better results. If the work carried out is of poor quality, an employee will receive a direct warning. The results of this research are in accordance with previous research which states that spirituality in the workplace has a positive effect on employee performance (Anisah &Sugiati, 2023; Sani, 2020). In managing spirituality in the workplace, there

needs to be self-development for each individual from the surrounding environment which will shape a better person so that it can have an impact on what is done in the world of work.

4.6 The influence of the work environment on employee performance

The results of the hypothesis test showed that the work environment influences employee performance by looking at the significance level, which is 0.038. The influence shown by the regression coefficient is positive, meaning that the better the work environment, the better employee performance will be (H6 is accepted). Based on this research, for BI Jember employees, the work environment is a means of supporting a smooth work process, where comfort and safety at work are also taken into account in creating a conducive and enjoyable work atmosphere for employees so that it can support employee performance in carrying out their work activities. The work environment is also a series of conditions or conditions of the work environment of an agency which is the place of work for employees who work in that environment (Sihombing 2021). These results support previous research, including research by Kasmir (2019: 192) which stated, The work environment is the atmosphere or conditions around the location of the workplace, if the work environment is good then it can increase the work results achieved and vice versa, thus it can be said that the work environment can affect performance.

4.7 The Influence of Supportive Leadership Style on Employee Performance

The results of the hypothesis test showed that a supportive leadership style influences employee performance by looking at the significance level, which is 0.021. The influence shown by the regression coefficient is positive, meaning that the better the supportive leadership style, the better employee performance will be (H7 is accepted). Through the leadership style that has been implemented at BI Jember, it will certainly lead the organization to achieve the organization's vision, goals and objectives. Leaders are at the helm of an organization. Leaders can be likened to being at the helm who determines the direction, goals and sustainability of the organization (Sari &Fuadati, 2022). It was in line with field observations which showed that management at BI Jember has been running quite effectively, with the leadership delegating more responsibility to field supervisors and staff.

4.8 Indirect Influence of Work-life Balance on Employee Performance Through Supportive Leadership as an Intervening Variable

The results of the hypothesis test showed that a supportive leadership style is proven to mediate the influence of Work-life Balance on Employee Performance by looking at the Sobel test, namely $1.147 < 1.96$. The influence shown by the regression coefficient is positive, meaning that the better the supportive leadership style, the more it will mediate the influence of work-life balance on employee performance (H8 is accepted). The results of this research were in line with research conducted by Lukmiati, R. (2020) by finding that there was a significant relationship between Work Life Balance and Employee Performance through leadership style as an intervening variable. Apart from that, the results of research by Rahmadini, D. (2023) Were also in accordance with research findings which explained that there is a significant influence between supportive leadership style on employee performance.

4.9 Indirect Influence of Spirituality on Employee Performance Through Supportive Leadership as an Intervening Variable

The results of the hypothesis test showed that a supportive leadership style is proven to mediate the influence of spirituality on employee performance by looking at the Sobel test, namely $0.721 < 1.96$. The influence shown by the regression coefficient is positive, meaning that the better the supportive leadership style, the more mediating the influence of spirituality on employee performance (H9 is accepted). Based on the research results, it showed that a supportive leadership style mediates spirituality on employee performance. This is because when BI Jember employees have high spirituality, they begin to carry out self-development among employees from the surrounding environment which will shape better individuals so that it can have an impact on what they do at work so as to produce high performance.

4.10 Indirect Influence of Work Environment on Employee Performance Through Supportive Leadership as an Intervening Variable

The results of the hypothesis test showed that a supportive leadership style is proven to mediate the influence of the work environment on employee performance by looking at the Sobel test, namely $-0.4 < 1.96$. The influence shown by the regression coefficient is positive, meaning that the better the supportive leadership style, the more it will mediate the influence of the work environment on employee performance (H10 is accepted). Based on the research results, it shows that the work environment mediates supportive leadership style on employee performance.

4.2 Conceptual Framework

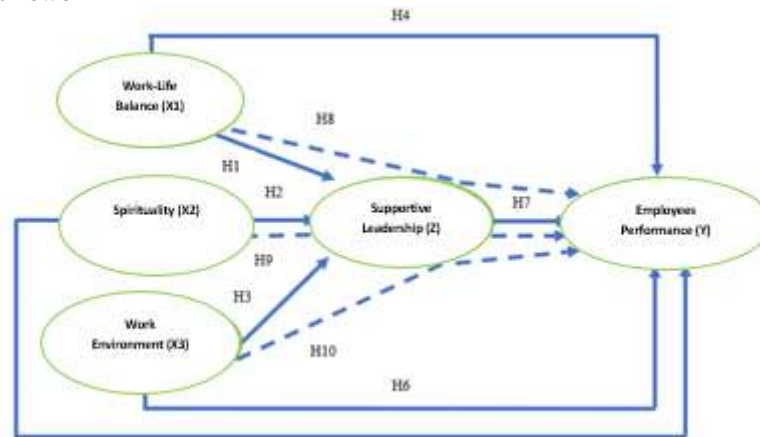


Figure 1. Conceptual Framework

Information :



: Direct Influence

: Indirect Influence

V. CONCLUSION

The results of the research show that 1) work-life balance, spirituality, work environment influence the leadership style at the BI Jember Agency, 2) work-life balance, spirituality, work environment, and leadership style influence the performance of BI Jember employees, 3) work- life balance, spirituality and work environment influence the performance of BI Jember Gaya employees through supportive leadership as an intervening variable.

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