

THE IMPACT OF WORK-LIFE BALANCE ON EMPLOYEE PERFORMANCE AND SATISFACTION IN START-UP COMPANIES

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Abstrak

Indonesia memiliki 2.566 startup per 11 Januari 2024, menempati peringkat keenam dunia dan pertama di Asia Tenggara. Startup di Indonesia fokus pada inovasi teknologi dengan tujuan tumbuh cepat, sering kali didanai oleh modal ventura atau crowdfunding. Meskipun menghadapi tantangan finansial dan persaingan, startup berpotensi mengubah industri. Namun, mereka juga dihadapkan pada tantangan menjaga keseimbangan operasional dan kesejahteraan karyawan yang memengaruhi kinerja dan kepuasan. Tujuan penelitian ini ialah untuk menganalisis sejauh mana keseimbangan antara kehidupan kerja dan pribadi memengaruhi kinerja serta tingkat kepuasan karyawan dalam perusahaan start-up. Penelitian ini menggunakan metode kuantitatif dengan teknik pengumpulan data melalui kuesioner. Populasi penelitian adalah karyawan perusahaan startup X, dan sampel diambil menggunakan purposive sampling, menghasilkan 100 responden. Data yang diperoleh dianalisis menggunakan SPSS untuk melakukan analisis statistik dan menguji hipotesis, guna menyajikan hasil penelitian yang objektif dan akurat. Hasil penelitian didapatkan jika work-life balance memiliki pengaruh yang positif pada kinerja serta kepuasan karyawan di perusahaan start-up. Karyawan yang dapat menyeimbangkan pekerjaan dan kehidupan pribadi yang lebih produktif serta puas, karena keseimbangan ini mengurangi stres, meningkatkan motivasi, dan kesejahteraan. Oleh karena itu, perusahaan start-up perlu menciptakan lingkungan yang mendukung work-life balance untuk meningkatkan kinerja dan kepuasan karyawan.

Kata Kunci: *Work-Life Balance, Kinerja Karyawan, Kepuasan Karyawan, Startup.*

Abstract

As of January 11, 2024, Indonesia has 2,566 startups, ranking sixth in the world and first in Southeast Asia. Startups in Indonesia focus on technological innovation with the goal of rapid growth, often funded by venture capital or crowdfunding. Despite facing financial challenges and competition, startups have the potential to disrupt industries. However, they also face challenges in maintaining operational

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balance and employee well-being, which impacts performance and satisfaction. The aim of this research is to analyze the extent to which the balance between work and personal life affects employee performance and satisfaction in startup companies. This study uses a quantitative method with data collection through questionnaires. The population of the study consists of employees from startup company X, with a sample selected using purposive sampling, resulting in 100 respondents. The data collected was analyzed using SPSS for statistical analysis and hypothesis testing to present objective and accurate research results. The findings show that work-life balance positively influences employee performance and satisfaction in startup companies. Employees who are able to balance work and personal life tend to be more productive and satisfied, as this balance reduces stress, increases motivation, and improves well-being. Therefore, startup companies need to create an environment that supports work-life balance to enhance employee performance and satisfaction.

Keywords: Work-Life Balance, Employee Performance, Employee Satisfaction, Startup.

INTRODUCTION

Startup Ranking, a statistical company from Peru, Indonesia is the country with the largest number of startups in Southeast Asia, ranked second in Asia, and ranked sixth globally. As of January 11, 2024, the number of startups in Indonesia was recorded at 2,566, placing the country in 6th place in the world as the country with the most startups. Indonesia is above Brazil, France, Spain, and Germany, but still below the United States, the United Kingdom, India, and Australia (Annur, 2024). A startup is a newly established company that focuses on developing innovative, usually technology-based products or services, with the goal of growing rapidly and disruptively in an existing market. Usually, startups strive to create efficient and effective solutions to problems that exist in society or industry, often with a more flexible and scalable business model (Ermawati & Lestari, 2022). Startup funding is often obtained from venture capital, private investors, or *crowdfunding*, given their need to innovate and expand product range. Despite facing challenges in terms of competition and financial sustainability, startups have the potential to grow rapidly and change the industry landscape significantly (Andeska et al., 2024).

Start-up companies are usually faced with the great challenge of creating a balance between the company's operational needs and the well-being of employees. Start-ups, which are known for their fast, flexible, but



also stressful work environment, often form a work culture that affects employees' *work-life balance* (Palupi, 2024). A good work-life balance plays an important role in increasing employee satisfaction. When employees feel that they have enough time for family, health, and personal activities, stress levels tend to decrease, and well-being increases. In such a situation, satisfied employees are not only happier but also more motivated to perform to their full potential. High employee satisfaction has a positive impact on individual performance (Anwar et al., 2024). When employees feel supported by the company in maintaining work-life balance, they tend to be more focused and productive when carrying out their tasks. The impact is not only seen in individual work output, but also in overall team productivity. In addition, employees who feel prosperous and valued are more likely to remain loyal to the company, which ultimately contributes to the stability and sustainability of the organization.

Therefore, understanding the extent to which work-life balance affects employee performance and satisfaction is essential for start-up companies. Previous research conducted by (Alamanda & Riyanti, 2023) stated that there is a significant impact between *the quality of work life on job performance* for Generation Z employees at start-up companies in Jakarta. *Quality of work life* refers to the level of satisfaction and well-being that employees feel related to their work environment, which includes aspects such as work-life balance, relationships between colleagues, support from management, development opportunities, and comfortable working conditions. The novelty of this research lies in its focus on examining the impact of work-life balance on employee performance and satisfaction in start-up companies, a context that has never been studied in depth. With the rapid growth of the start-up ecosystem in Indonesia, the issue of work-life balance is becoming increasingly relevant to understand. Employee well-being is not only important for individuals, but is also a key element in ensuring the sustainable growth and success of start-up companies. Start-up companies often face major challenges in managing the balance between high work demands and employees' personal life needs. Dynamic work patterns and often demanding extra time make work-life balance a very crucial issue to be researched.

This research aims to explore the relationship between certain dimensions of work-life balance, such as working hours, flexibility, and time off, and employee performance and satisfaction. This focus aims to provide more specific and relevant insights for human resource management in the start-up industry. The results of this study are expected to make a tangible contribution to the development of more adaptive



human resource management strategies. By understanding how work-life balance affects employee performance and satisfaction, companies can design policies that better support employee well-being designed to prevent burnout. In addition to the practical benefits, this study is also expected to make a significant academic contribution. This study has the potential to fill a void in the literature related to work-life balance in the start-up sector, which has received less attention in management research. As such, this research not only helps companies in overcoming operational challenges, but also enriches knowledge in the field of organizational management and employee well-being.

LITERATURE REVIEW

Work-Life Balance

Work-life balance is the state in which individuals can manage their time and energy in a balanced way between the demands of work and personal life (Brough et al., 2022; Russo et al., 2016). This concept emphasizes the importance of having time for family, friends, personal activities, and physical and mental health, without sacrificing performance or commitment at work (Mekoth, 2020). More broadly, work-life balance has an important aspect to consider: psychological detachment, which is an individual's ability to mentally disengage from work during personal time. For example, an employee who can fully enjoy time with his or her family on weekends without being distracted by thoughts of work is more likely to experience good work-life balance (Barck-Holst et al., 2022).

In addition, control over work schedules and demands is also a key element. When individuals feel they have control over how their work is organized, such as deciding when and where to work, stress levels tend to decrease and job satisfaction increases as a result. Then, support from family, friends and organizations also plays a significant role. This support can take the form of practical help, such as sharing domestic responsibilities at home, or emotional support that helps individuals feel more able to cope with pressure. On the organizational side, policies that support work-life balance, such as employee assistance programs or generous leave for personal use, greatly assist individuals in managing the demands of work and personal life in a balanced manner.

Tangible examples of successful work-life balance implementation include flexible working arrangements or remote working options, where employees can work from a convenient location without having to spend time traveling. Generous leave policies, such as leave for family or mental health purposes, also encourage employees to focus on personal needs without feeling pressured by work. In addition, companies that offer



training or counseling programs to help employees manage stress and work-life balance proactively show great concern for their employees' well-being. Achieving this balance is important for increasing life satisfaction, reducing stress, and increasing productivity in the workplace. Thus, *work-life balance* is not only about dividing time proportionally, but also about making decisions that support long-term well-being.

Work-life balance is very important because it plays a role in helping to improve a person's overall quality of life (Bhende et al., 2020). By achieving a balance between work and personal life, individuals can help reduce stress, avoid burnout, and maintain physical and mental health. This allows a person to be more focused, productive, and creative at work, as they feel happier and more satisfied with their personal life (Tamunomiebi & Oyibo, 2020). In addition, a good balance also improves social relationships, as individuals have enough time for family and friends. Overall, work-life balance contributes to better well-being, reduces the risk of *burnout*, and allows individuals to reach their full potential in both their careers and personal lives (Setianto et al., 2024).

Employee Performance

Employee performance is the extent to which an employee is able to complete the work given by the company (Dewa, 2023; Berliana et al., 2018). This performance is usually measured based on the achievement of targets, the quality of work results, the speed of completing work, and behaviors that reflect the competencies and skills possessed (Widodo & Yandi, 2022). Employee performance can also include aspects such as customer satisfaction, the ability to work in a team, and contributions to innovation or improvement within the organization (Aulia & Ramadhani, 2023). In general, employee performance can be assessed through various methods such as assessments by direct supervisors, feedback from colleagues, or evaluations based on the results of achieving targets and standards that have been set by the company.

Employee Satisfaction

Employee satisfaction is when an employee feels satisfied with various aspects related to his or her work in an organization. This includes factors such as working conditions, salary, relationships with colleagues, opportunities for growth, as well as existing management policies. When employees feel valued and have a supportive work environment, they will feel more satisfied with the work they do (Utami et al., 2024). This satisfaction has a role in helping to increase employee motivation and productivity, because satisfied employees are more likely to make maximum contributions to their work (Cakranegara et al., 2022; Leuhery,



2023). Employee satisfaction is also related to employee retention in an organization. Employees who are satisfied with their jobs are more likely to stay with the company in the long term, reducing high employee turnover rates, which can negatively impact the company's operational sustainability and costs (Prastya & Fu'ad, 2022). Therefore, companies need to create effective strategies in increasing employee satisfaction, such as providing training and development, rewarding achievements, and creating a positive work culture.

RESEARCH METHODS

This study uses a quantitative method. Quantitative methods are research methods with numerical data to measure, analyze, and draw conclusions about the phenomenon being studied (Strijker et al., 2020). The choice of this method is considered appropriate because it helps researchers to conduct a systematic and objective analysis of the relationship between relevant variables. Quantitative data has the ability to measure the strength of the relationship between variables such as work-life balance, employee performance, and job satisfaction. By using numerical data, this study was able to determine the extent to which changes in any of the dimensions of work-life balance, impact on the level of employee satisfaction and productivity. This helps in understanding the interrelationships between variables with a high degree of precision.

For data collection using questionnaires. The population in this study is employees of startup company X, while the sample selection technique is *purposive sampling*. *Purposive sampling* is a technique to take samples by deliberately selecting based on predetermined criteria (Champbell et al., 2020). In this study, the sample consisted of 100 respondents who were selected according to relevant criteria to achieve the research objectives. The inclusion criteria for selecting respondents include several key characteristics. First, respondents must be permanent or contract employees at startup company X who have worked for at least six months. The criterion aims to ensure that respondents have sufficient experience with the company's work culture, so that they can provide relevant and informative answers regarding work-life balance. Secondly, respondents must work in positions that involve significant job responsibilities, both at operational and managerial levels, to obtain a comprehensive picture of the relationship between work-life balance, performance, and job satisfaction. The exclusion criteria in this study were employees who were on long leave, such as maternity leave or leave without dependents, because they were not actively involved in the daily work routine during the research period. In addition, employees who have just joined in the last three months were also



excluded, given that they may not fully understand the work patterns and dynamics in the company.

Furthermore, the data obtained from quantitative research is analyzed using the SPSS application, which is often used to process and analyze data. SPSS allows researchers to conduct a variety of statistical analyses. By using SPSS, researchers can organize data, test hypotheses, and draw conclusions based on accurate statistical calculations, making it easier to present objective and accountable research results.

RESULTS AND DISCUSSION

Result

Validity Test

The validity test is a stage to assess the extent to which the instruments or measuring tools used in the research can measure concepts or variables that should be measured accurately and in accordance with the research objectives.

Table 1. Validity Test Results

		Correlations		
		X	Y1	Y2
X	Pearson Correlation	1	.527**	.477**
	Sig. (2-tailed)		<.001	<.001
	N	100	100	100
Y1	Pearson Correlation	.527**	1	.668**
	Sig. (2-tailed)	<.001		<.001
	N	100	100	100
Y2	Pearson Correlation	.477**	.668**	1
	Sig. (2-tailed)	<.001	<.001	
	N	100	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

Based on the results of the study, all variables analyzed showed a significance value (sig) below 0.05. This signifies that the data used is statistically valid, so it can be concluded that this study meets the criteria to proceed to the next stage of analysis or the next study. These results provide a solid foundation for further hypothesis testing and analysis in order to achieve the predetermined research objectives.



Normality Test

The normality test is a method commonly used in determining whether the data in a sample follows a normal distribution or not.

Table 2. Noormality Test Results

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
X	.224	100	<.001	.862	100	<.001
Y1	.115	100	.002	.935	100	<.001
Y2	.120	100	.001	.945	100	<.001

a. Lilliefors Significance Correction

The results showed that all variables showed a significance value below 0.05, which showed that the data used was valid and distributed normally. With this condition, the research can proceed to the next stage with the belief that the data has met the assumption of normality. This is very important to ensure the accuracy of statistical analysis as well as the validity of the conclusions resulting from the study.

Reliability Test

Reliability test is a method of assessing the consistency and stability of an instrument used.

Table 3. Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
.784	3

Table 3 shows a value of 0.784, which exceeds the threshold of 0.600. So it means that the data used in this study has a good level of reliability, which shows that the instruments used are reliable and consistent for further analysis. This reliability value indicates that the research instrument is able to measure variables with high stability and accuracy.



Regression Test

This test is used to find out whether changes in independent variables can cause significant changes in dependent variables, as well as to understand the direction and magnitude of the existing influence.

Table 4. Results of X Regression Test on Y1

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.601	3.031		.393
	X	.803	.131	.527	<.001

a. Dependent Variable: Y1

The results of this study show that table 4 has a significance value (sig) of less than 0.05, which shows that *work-life balance* has a positive influence on employee performance in start-up companies.

Table 5. Results of the X Regression Test on Y2

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	5.719	2.944		.055
	X	.682	.127	.477	<.001

a. Dependent Variable: Y2

The results of this study show that table 4 has a significance value (sig) of less than 0.05, which indicates that *work-life balance* has a positive effect on employee job satisfaction in start-up companies.

Discussion

Work-Life Balance Affects Employee Performance in Start-Up Companies

Based on the results of the study, it was found that *work-life balance* affects employee performance in start-up companies. This result is supported by the results of (Lukmiati, 2020) research which states that *work-life balance* has a good impact on employee performance. Specifically, the



total effect of *work-life balance* on performance was 61.6%, which shows that most employee performance is influenced by how well they balance work and personal life. The remaining 38.4% of the variation in employee performance was influenced by other variables that were not analyzed in this study. So the importance of work-life balance to help improve employee performance, as well as show the existence of other factors that can contribute to their overall effectiveness.

According to (Muliawati & Frianto, 2020), there are four performance indicators that can be used as criteria in assessing employees, namely: work quality, which is assessed based on accuracy, timeliness, neatness, speed, and ability to complete tasks; the quantity of work, which is measured based on the comparison between the actual output and the target that has been determined in a certain period of time; reliability, which reflects a person's level of willingness, thoroughness, and enthusiasm in completing tasks; and cooperative attitude, which includes the ability to cooperate with superiors, co-workers, and other parties in the performance of duties.

Employee performance is greatly influenced by a *healthy work-life balance*. When employees are able to achieve a balance between work and personal life, they tend to be more satisfied, motivated, and productive. Sufficient time to rest, gather with family, or engage in other personal activities can help reduce stress and fatigue, which in turn increases energy and concentration at work (Badrianto & Ekhsan, 2021). An unbalanced *work-life balance* can actually reduce employee performance. When employees find it difficult to divide between work and personal life, stress and burnout can increase, which in turn reduces productivity and quality of work. Employees who are constantly focused on work without enough time to rest or do personal activities are at risk of burnout, which can reduce their motivation and commitment to work (Mardiani & Widiyanto, 2021). Therefore, companies need to support employees to achieve a healthy balance between work and personal life to maintain optimal performance.

Thus, *work-life balance* has a positive influence on employee performance in start-up companies. When employees are able to manage their time well between work and personal life, they tend to feel more satisfied, motivated, and have higher energy to complete their tasks. Companies that support balance to be able to help increase productivity and reduce stress levels, which in turn can improve individual and team performance. Therefore, it is important for start-up companies to create a flexible work environment and support employee welfare in order to achieve optimal results.



Work-Life Balance Affects Employee Satisfaction in Start-Up Companies

The results of the study were obtained if *Work-Life Balance* has an influence on employee satisfaction in start-up companies. This result is supported by (Indra & Rialmi, 2022) who explained that *work-life balance* has an influence on employee job satisfaction at PT Meka Eduversity Communication. When employees can manage the balance between work and personal life well, they will experience higher job satisfaction. This balance reduces stress, improves overall well-being, and increases a sense of fulfillment in their professional and personal lives. As a result, employees are more likely to be engaged, motivated, and loyal to the company, which can have an impact on increased productivity and decreased turnover rates.

The job satisfaction response of PT MNC Tbk employees shows that the low level of job satisfaction is mostly due to factors, including excessive or erratic working hours, which cause employees to feel tired and lack time for personal life. In addition, pressure from superiors also affects job satisfaction, creating stress and tension in the workplace. Another factor is the salary received by employees who feel that it is not in line with their expectations or contributions, which has the potential to reduce their motivation and commitment to work (Suku & Susanty, 2022). Many startups create a relaxed but still serious work environment, but a survey from *JobStreet* on job satisfaction in Jakarta shows that employees often spend their time off thinking about their work (Pratama & Setiadi, 2021). This makes a loss of *work-life balance* which reduces employee job satisfaction.

Employees who are overly focused on work and neglect personal needs, such as time to rest, gather with family, or do other activities outside of work, are at risk of burnout, stress, and burnout. This condition can decrease motivation, energy, and quality of work, which ultimately leads to dissatisfaction with work and decreased commitment to the company. Therefore, a healthy balance between work and personal life is very important to maintain employee performance satisfaction (Cahyadi & Prastyani, 2020). Thus, *work-life balance* has an effect on employee satisfaction in start-up companies. When employees are able to balance work and personal life, they feel satisfaction in their work, as they not only focus on work but also have time for family, hobbies, and other personal activities. Companies that prioritize employee well-being by providing time flexibility and supporting work-life balance policies can increase satisfaction rates, reduce stress, and increase employee loyalty, ultimately positively impacting their performance and retention.



CONCLUSION

The results of the study found that *work-life balance* has a positive influence on employee performance and satisfaction in start-up companies. Employees who are able to balance work and personal life will have better performance and higher job satisfaction levels. This balance helps to reduce stress, increase motivation, and improve overall well-being, which ultimately has a positive impact on their productivity as well as engagement at work. Thus, start-up companies need to create an environment that supports *work-life balance* for improved performance and employee satisfaction.

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