

The Influence of Perceived Family Support and Perceived Workplace Support on Work Life Balance and Employee Performance (Study at the Makassar City Employment Service)

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Abstract

The purpose of this study is to analyze the influence of Perceived Family Support and Perceived Workplace Support on Work Life Balance and Employee Performance at the Makassar City Manpower Office. This sample was taken from employees of the Makassar City Manpower Office. The type of data used in this study is quantitative data obtained from distributed questionnaires and related to the problem being studied. Data collection was carried out using research instruments, data analysis was quantitative/statistical, with the aim of testing the established hypothesis. Based on the results of the study using statistical calculations through the Statistical Package for the Social Science (SPSS) application, it can be concluded that: Analysis of the influence of Perceived Family Support on Employee Performance obtained a significance value of $0.411 > 0.05$. So it can be concluded that directly does not have a positive influence Perceived Family Support on Employee Performance, Analysis of the influence of Perceived Workplace Support on Employee Performance. Obtained a significance value of $0.000 < 0.05$. So it can be concluded that there is a direct significant influence of Perceived Workplace Support on Employee Performance, Analysis of the influence of Perceived Family Support on Work Life Balance. A significance value of $0.000 < 0.05$ is obtained. So it can be concluded that there is a direct significant influence of Perceived Family Support on Work Life Balance, Analysis of the influence of Perceived Workplace Support (X2) on Work Life Balance. A significance value of $0.008 < 0.05$ is obtained. So it can be concluded that there is a direct significant influence of Perceived Workplace Support on Work Life Balance, and Analysis of the influence of Work Life Balance on Employee Performance. A significance value of $0.458 > 0.05$ is obtained. So it can be concluded that there is no direct significant influence of Work Life Balance on Employee Performance.

1. Introduction

Many factors contribute to the achievement of organizational excellence. One crucial factor is human resources. Organizations can survive and continue to thrive if the human resources involved in their activities possess superior competencies and competitiveness in the face of today's increasingly fierce competition. Work-life balance is a crucial factor that every company or agency must consider when developing policies to maintain productivity. This balance is essential for both work and personal life. High employee morale ensures employees are always ready to provide optimal service to the community.

Everyone needs a work-life balance. We work solely to earn a living. The rewards include career advancement, limitless knowledge, and valuable experiences (Badrianto & Ekhsan, 2021). Changes in the workplace, coupled with sociocultural shifts, have created an imbalance between employees' work and personal lives. Increasing demands, heightened awareness among women, increased stress levels, and increased family pressures have made it difficult for people to juggle work and family life. Work-life balance is defined as the extent to which an employee is able to manage various roles in their life, including work, family, and other important responsibilities (Andra et al., 2022). A good

work-life balance encourages high work enthusiasm, full responsibility at work and in social settings, and a sense of satisfaction with one's work, including one's job. When a company implements work-life balance for employees, it creates a comfortable work environment, leading to optimal employee effort and impacting engagement between the two. Perceived family support is a variable that arises from the support provided by employees' families.

Family support can significantly assist individuals in achieving work-life balance. In addition to family support, support from the work environment and the organization or company is also considered essential for achieving a balanced work-life balance. Perceived workplace support can be defined as an individual's perception of how the organization rewards and appreciates their contributions. Perceived workplace support also includes employee perceptions of the organization's concern for employee well-being (Mustikaningrum & Perdhana, 2022).

In addition to requiring a work and family environment, a person's work-life balance must also be strengthened by the participation of the organization or company. Work-life balance policies refer to programs or provisions established and implemented by organizations to support employee work-life balance. Previous research conducted by (Pramono & Rivai, 2023) showed that perceived organizational support had a positive and significant effect on work-life balance, but work-family conflict had no effect.

Furthermore, perceived organizational support was shown to have an indirect effect but through mediation of work-life balance on job satisfaction. Work-family conflict had a negative and significant effect on job satisfaction without mediation. Work-life balance had a positive and significant effect on job satisfaction. (Badrianto & Ekhsan, 2021) The study found that family support, organizational support, and work culture had a positive and significant effect on employee

performance. Family support and organizational support had a positive and significant effect on work culture. The results of the Sobel test showed that work culture can mediate the influence of family support and organizational support on employee performance at several branches of PT. Bank Sulselbar Makassar. And (Mustikaningrum & Perdhana, 2022) The results of the study indicate that work-life balance and employee performance have a positive and significant relationship.

The results of the study indicate a positive and significant relationship between perceived family support and work-life balance. The results of the study indicate a positive and significant relationship between perceived workplace support and work-life balance. Work-Life Balance Policies do not have a significant impact on Work-Life Balance. Work-life balance occurs when employees can balance personal activities with work that must be done. When work-life balance occurs, this

2. Research Methods

2.1 Types of research

The type of research used in this study is descriptive research with a quantitative approach. According to Sugiyono (2020), quantitative research is research whose analysis is based on numerical data and processed using statistical methods. This study examines the effect of Perceived Family Support and Perceived Workplace Support on Employee Performance, with Work-Life Balance as an Intervening Variable.

2.2 Location and Time of Research

This research was conducted at the Makassar City Manpower Office located at Jl. A.P Pettarani No. 72. The research period was from January 29, 2024 to January 31, 2024.

2.3 Data Types and Sources

1) Data Type This type of research is field research. Quantitative research methods are research methods used to study a specific

population or sample. Data collection uses research instruments, and data analysis is quantitative/statistical, with the aim of testing a predetermined hypothesis..

- 2) Data Sources Data sources are the subjects from whom data can be obtained. If researchers use questionnaires and interviews in collecting data, then the data sources are called respondents, namely people who respond to or answer the researcher's questions, both written and oral.

2.4 Population and Sample

- 1) Population Population is a research location or generalization area that has a certain number and characteristics. (Sugiyono, 2018). The population in this study was all employees at the Makassar City Manpower Office, totaling 112 people.
- 2) This research sample uses a representative sample size that depends on the number of indicators multiplied by 5 to 10 (Haidir, 2019) and the number of indicators in this study is 12, the number of samples in this study is: Sample: Number of Indicators X 5
: 15 X 6
: 90 responden

2.5 Collection Method

Data collection methods are the methods used by researchers to obtain information or data in research. The data collection methods used include questionnaires and documentation.

- a. Observation is a method of collecting data through direct observation of the object being studied. Researchers conduct observations by directly observing the field and filling out questionnaires with respondents.
- b. Questionnaires to collect data using questionnaires which are a technique for collecting information or data which The most common and frequently used scale. This is due to its simplicity and ease of use for researchers in analyzing the underlying

issues at hand. The Likert scale is used to measure the attitudes, opinions, and perceptions of an individual or group of people regarding social phenomena.

Assessment Score Table

Pertanyaan	Skor
Sangat Setuju (SS)	5
Setuju (S)	4
Kurang Setuju (KS)	3
Tidak Setuju (TS)	2
Sangat Tidak Setuju (STS)	1

The number 1 (one) indicates that the respondent gave a negative response (strongly disagree) to the questions asked, while the number 5 (five) indicates a positive response (strongly agree).

- c. Literature study aims to collect information about variables from journals, books, and so on.

2.6 Data Analysis Methods

The analysis method used in this research is SPSS (Statistical Program For Social Science) where the data is processed and analyzed to obtain the following things.

1. Descriptive Analysis

This analysis was conducted to determine the percentage of respondents' perceptions regarding Perceived Family Support and Perceived Workplace Support on Work-Life Balance and Employee Performance. To determine respondents' assessments, the researchers used questionnaires, each with five answer choices that must be selected and deemed appropriate according to the respondents' answers.

2. Validity Test

According to Ghazali (2018), validity testing is used to measure the validity of a questionnaire. A questionnaire is considered valid if the questions are able to reveal what it is intended to measure. The validity testing technique used in this study was factor analysis with the help of SPSS software. Instrument validity testing was conducted by examining

construct validity through factor analysis. An indicator is considered valid if the KMO value is ≥ 0.50 , with an anti-image value ≥ 0.50 , and a factor loading value ≥ 0.50 , according to Ghazali (2018). 3. Reliability Test According to Ghazali (2018), reliability testing is the accuracy of an instrument in measuring. Reliability testing is conducted using the SPSS program and the Cronbach's Alpha measurement technique. Test results are considered reliable if the Cronbach's Alpha is $> 0,6$

$$r_{11} = \left(\frac{k}{k-1} \right) \left(1 - \frac{\sum a_b^2}{a_t^2} \right)$$

r_{11} : Koefisien reliabilitas instrument

k : Jumlah butir pertanyaan

$\sum a_b^2$: Jumlah varians butir

a_t^2 : Varians total

3. Normality Test

According to Ghazali (2018), the normality test aims to determine whether both the dependent and independent variables in a regression model have a normal distribution. The graphical analysis used to test the normality of the data in this study uses the One Sample Kolmogorov-Smirnov normality test. This test proves whether the data is normally distributed, as can be seen from a sig value > 0.05 , indicating that the data is normally distributed.

2.7 Hypothesis Testing

a) Mediation Influence Test

Regression testing with intervening variables aims to examine the indirect influence of one variable on another. Path analysis is used to test the influence of intervening variables. Path analysis aims to determine the direct and indirect influence of independent variables on the dependent variable. The direct and indirect effects are calculated from the unstandardized regression coefficients of each independent variable on the dependent variable.

b) Coefficient of Determination Test (Adjusted R-Square).

The Moderated Regression Analysis (MRA) data analysis technique is used to examine the influence of independent variables on the dependent variable, but also to examine moderating variables in the model by strengthening or weakening the influence of independent variables on the dependent variable. First, the moderating variables are tested by performing a regression using the following equation:

$$Y = X + \beta_1 X_1 + \beta_2 X_2 + e \quad (1)$$

$$Y = X + \beta_1 X_1 + \beta_2 X_2 + \beta_3 Z + \beta_4 X_1 Z + \beta_5 X_2 Z + e \quad (2)$$

After carrying out regression with the equation above, several possibilities can occur with the following results:

- Not as a moderator variable but rather an intervening variable or independent variable if the moderator variable (Z) does not interact with the independent variable (X) but is related to the dependent variable (Y).
- It becomes a homologizer moderator variable if the moderator variable (Z) does not interact with the independent variable (X) and is not related to the dependent variable (Y).
- It becomes a quasi-moderator variable (pseudo-moderator) if the moderator variable (Z) interacts with the independent variable (X) and is significantly related to the dependent variable (Y). This is because the moderator variable (Z) is both a moderator and an independent variable.
- It becomes a pure moderator variable if the moderator variable (Z) interacts with the independent variable (X) but is not significantly related to the dependent variable (Y).

c) Coefficient of Determination Test (Adjusted R-Square)

The coefficient of determination is a test step used to assess how well the independent variables used describe the

factors of the dependent variable. This means that the higher the resulting determination value, the more it reflects that the majority of the variables influencing the dependent variable are represented by the independent variables used in the study (Ghozali, 2018).

d) Significance Test with t-value

The t-test, also known as a partial test, is used to examine how each independent variable individually influences the dependent variable. The t-test is a statistical test to determine whether the independent variable partially influences the dependent variable. The t-test formula is as follows (Ghozali, 2018):

1. Determine the hypothesis formula
 - $H_0: \beta_1 = \beta_2 = \beta_3 = \beta_4 = 0$, meaning that variables X1, X2, Z, do not have a partial significant influence on variable Y.
 - $H_0: \beta_1 \neq \beta_2 \neq \beta_3 \neq \beta_4 \neq 0$, meaning that variables X1, X2, Z, do not have a partial significant influence on variable Y.
2. Determine the 95% confidence level ($\alpha = 0.05$)
3. Determining significance

- If the significance value (P value) is < 0.05 , then H_0 is rejected and H_a is accepted.
- If the significance value (P value) is > 0.05 , then H_0 is accepted and H_a is rejected.

4. Draw a conclusion

- If (P-value) < 0.05 , then H_0 is rejected and H_a is accepted, meaning the independent variable partially influences the dependent variable.
- If (P-value) > 0.05 , then H_0 is accepted and H_a is rejected, meaning the independent variable does not partially influence the dependent variable.
- If t count $>$ t table, then H_0 is rejected and H_a is accepted.
- If t count $<$ t table, then H_0 is accepted and H_a is rejected

3. Result and Discussion

3.1 Deskripsi Kategori Variabel

The description of the variable categories describes respondents' responses regarding the influence of Perceived Family Support and Perceived Workplace Support on Work Life Balance and Employee Performance.

Tabel Frekuensi Variabel *Perceived Family Support*

No	Pernyataan	Jawaban									
		SS (5)		S (4)		KS (3)		TS (2)		STS (1)	
		F	%	F	%	F	%	F	%	F	%
1	P1	30	30	70	70	0	0	0	0	0	0
2	P2	30	30	69	69	1	1	0	0	0	0
3	P3	9	9	91	91	0	0	0	0	0	0
4	P4	18	18	82	82	0	0	0	0	0	0
5	P5	21	21	78	78	1	1	0	0	0	0
6	P6	19	19	79	79	1	1	0	0	1	1
7	P7	12	12	87	87	1	1	0	0	0	0

Based on the data in the table above, the results of the frequency test of the questionnaire data related to the variable Perceived Family Support (X1), that the most dominant statement responded to by respondents or employees of the Makassar City Manpower Office, is in the first question item with the number of employees who stated "Strongly Agree" as many as 30 respondents or 30%, those who stated "Agree" as many as 70 respondents or 70%. The complete data output results can be seen in the attachment.

Tabel Frekuensi Variabel Perceived Workplace Support

No	Pernyataan	Jawaban									
		SS (5)		S (4)		KS (3)		TS (2)		STS (1)	
		F	%	F	%	F	%	F	%	F	%
1	P1	30	30	70	70	0	0	0	0	0	0
2	P2	31	31	68	68	1	1	0	0	0	0
3	P3	16	16	84	84	0	0	0	0	0	0
4	P4	13	13	87	87	0	0	0	0	0	0
5	P5	1	19	80	80	1	1	0	0	0	0
6	P6	1	10	88	88	2	2	0	0	0	0
7	P	22	22	78	78	0	0	0	0	0	0

Sumber: Data diolah 2024

Based on the data in the table above, the results of the frequency test of the questionnaire data related to the variable Perceived Workplace Support (X2), that the most dominant statement responded to by respondents or employees of the Makassar City Manpower Office, is in the second question

item with the number of employees who stated "Strongly Agree" as many as 31 respondents or 30%, who stated "Agree" as many as 68 respondents or 70%, and the number of employees who stated "Disagree" as many as 1 respondent or 1%. The complete data output results can be seen in the attachment

Tabel Frekuensi Variabel Perceived Workplace Support

No	Pernyataan	Jawaban									
		SS (5)		S (4)		KS (3)		TS (2)		STS (1)	
		F	%	F	%	F	%	F	%	F	%
1	P1	30	30	70	70	0	0	0	0	0	0
2	P2	31	31	68	68	1	1	0	0	0	0
3	P3	16	16	84	84	0	0	0	0	0	0
4	P4	13	13	87	87	0	0	0	0	0	0
5	P5	19	19	80	80	1	1	0	0	0	0
6	P6	10	10	88	88	2	2	0	0	0	0
7	P7	22	22	78	78	0	0	0	0	0	0

Sumber: Data diolah 2024

Based on the data in the table above, the results of the frequency test of the questionnaire data related to the variable Perceived Workplace Support (X2), that the most dominant statement responded to by respondents or employees of the Makassar City Manpower Office, is in the second question item with the number of employees

who stated "Strongly Agree" as many as 31 respondents or 30%, who stated "Agree" as many as 68 respondents or 70%, and the number of employees who stated "Disagree" as many as 1 respondent or 1%. The complete data output results can be seen in the attachment

Tabel Frekuensi Variabel Kinerja Pegawai (Y2)

No	Pernyataan	Jawaban									
		SS (5)		S (4)		KS (3)		TS (2)		STS (1)	
		F	%	F	%	F	%	F	%	F	%
1	P1	84	84	16	16	0	0	0	0	0	0
2	P2	15	15	84	84	1	1	0	0	0	0
3	P3	40	40	60	60	0	0	0	0	0	0
4	P4	84	84	16	16	0	0	0	0	0	0
5	P5	13	13	87	87	0	0	0	0	0	0
6	P6	49	49	51	51	0	0	0	0	0	0
7	P7	14	14	86	86	0	0	0	0	0	0
8	P8	61	61	39	39	0	0	0	0	0	0
9	P9	43	43	57	57	0	0	0	0	0	0
10	P10	90	90	10	10	0	0	0	0	0	0
11	P11	6	6	92	92	2	2	0	0	0	0
12	P12	91	91	9	9	0	0	0	0	0	0

Sumber: Data diolah 2024

Based on the data in the table above, the results of the frequency test of the questionnaire data related to the Work Life Balance (M) variable, the most dominant statement responded to by respondents or employees of the Makassar City Manpower Office was in the twelfth question item with the number of employees who stated "Strongly Agree" as many as 91 respondents or 91%, and those who stated "Agree" as many as 9%. The

complete data output results can be seen in the attachment.

Validity Test

Instrument validity testing was conducted by examining construct validity through factor analysis. An indicator is declared valid if the KMO value is ≥ 0.05 , with an anti-image value ≥ 0.05 , and a factor loading value ≥ 0.05 .

Tabel Results of the Validity Test of the Variable Instrument Perceived Family Support

Pernyataan	Pearson Correlation	R Tabel	Keterangan
X1P1	0,680	0,1966	Valid
X1P2	0,617	0,1966	Valid
X1P3	0,344	0,1966	Valid
X1P4	0,269	0,1966	Valid
X1P5	0,520	0,1966	Valid
X1P6	0,245	0,1966	Valid
X1P7	0,172	0,1966	Tidak Valid

Sumber: Data diolah 2024

Based on the data in the table above, the validity test of the data related to the variable Perceived Family Support (X1), the results of the tests conducted by the researcher obtained results from all significant values less than alpha (0.05), and the calculated r value is greater than r table (0.1966), where the highest calculated r value is 0.680 in question number 1, and the lowest statement is 0.172 and is

invalid because the calculated r is less than r table in question number 7. It is concluded that the data obtained from the questionnaire of respondents' answers with Perceived Family Support (X1) that of all 7 statements there is 1 invalid question and this question is not suitable for use, and 6 questions are suitable for use for data collection in this study. The results of the study can be seen in the appendix

Tabel Hasil Uji Validitas Instrumen Variabel *Perceived Workplace Support*

Pernyataan	<i>Pearson Correlation</i>	R Tabel	Keterangan
X2P1	0,358	0,1966	Valid
X2P2	-0,027	0,1966	Tidak Valid
X2P3	0,181	0,1966	Tidak Valid
X2P4	0,285	0,1966	Valid
X2P5	0,202	0,1966	Valid
X2P6	0,236	0,1966	Valid
X2P7	0,281	0,1966	Valid

Sumber: Data diolah 2024

Based on the data in the table above, the validity test of the data related to the variable Perceived Workplace Support (X2), the results of the tests conducted by the researcher obtained results from all significant values less than alpha (0.05), and the calculated r value is greater than r table (0.1966), where the highest calculated r value is 0.358 in question number 1, and the lowest statement -0.027 and 0.181 is invalid because the calculated r is smaller than

r table in questions number 2 and 3. It is concluded that the data obtained from the questionnaire of respondents' answers with Perceived Workplace Support (X2) that of all 7 statements there are 2 invalid questions and these questions are not suitable for use, and 5 questions are suitable for use for data collection in this study. The results of the study can be seen in the appendix.

Tabel Hasil Uji Validitas Instrumen Variabel *Work Life Balance*

Pernyataan	<i>Pearson Correlation</i>	R Tabel	Keterangan
Z1	0,232	0,1966	Valid
Z2	0,293	0,1966	Valid
Z3	0,208	0,1966	Valid
Z4	0,312	0,1966	Valid
Z5	0,319	0,1966	Valid
Z6	0,111	0,1966	Tidak Valid
Z7	0,279	0,1966	Valid

Based on the data in the table above, the validity test of the data related to the Work Life Balance (Y1) variable is carried out. The results

of the tests carried out by the researcher obtained results from all significant values that were smaller than alpha (0.05), and the

calculated r value was greater than the r table (0.1966), where the highest calculated r value was 0.319 in question number 5, and the lowest statement of 0.111 was invalid because the calculated r was smaller than the r table in question number 6. It was concluded that the data obtained from the questionnaire of

respondents' answers with Work Life Balance (Y1) that of all 7 statements there was 1 invalid question and this question was not suitable for use, and 6 questions were suitable for use for data collection in this study. The results of the study can be seen in the appendix.

Tabel Results of the Validity Test of the Employee Performance Variable Instrument

Pernyataan	Pearson Correlation	R Tabel	Keterangan
Y1	0,246	0,1966	Valid
Y2	0,191	0,1966	Tidak Valid
Y3	0,314	0,1966	Valid
Y4	0,232	0,1966	Valid
Y5	0,297	0,1966	Valid
Y6	0,288	0,1966	Valid
Y7	0,446	0,1966	Valid
Y8	0,304	0,1966	Valid
Y9	0,424	0,1966	Valid
Y10	0,303	0,1966	Valid
Y11	0,252	0,1966	Valid
Y12	0,334	0,1966	Valid

Sumber: Data diolah 2024

Reliability Test

The reliability test was conducted using the SPSS program and the Cronbach Alpha measurement technique. The test results can be said to be reliable if the Cronbach Alpha

is > 0.6 . From the results of testing the questionnaire data from 100 respondents in this study, the coefficient values were obtained as in the table below.

Tabel Interpretasi Koefisien Korelasi

Variabel	Alpha	Keterangan
<i>Perceived Family Support</i>	0,706	Kuat / Reliabel
<i>Perceived Workplace Support</i>	0,509	Sedang / Tidak Reliabel
<i>Work Life Balance</i>	0,601	Kuat / Reliabel
Kinerja Pegawai	0,654	Kuat / Reliabel

Sumber: Data diolah 2024

Based on the data in the table above are the results of the reliability test on each variable, because the Cronbach's Alpha value on the Perceived Family Support (X1) variable is 0.706, the Perceived Workplace Support (X2) variable is 0.509 which is not reliable, the Work Life Balance (Y1) variable is 0.601, and the Employee Performance (Y2) variable is 0.654.

It can be concluded that the data obtained from the entire questionnaire instrument on each variable has 1 variable whose instrument is not reliable, namely the Perceived Workplace Support variable and 3 other variables are reliable and meet the instrument requirements. The complete data output results can be seen in the appendix.

Normality Test

The graphical analysis used to test the normality of the data in this study used the One-Sample Kolmogorov-Smirnov normality

test. This test proves whether the data is normally distributed, as indicated by a sig value > 0.05 .

Tabel Hasil Uji Normalitas
One-Sample Kolmogorov-Smirnov Test Unstandardized Residual

N		100
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.86621367
Most Extreme Differences	Absolute	.078
	Positive	.062
	Negative	-.078
Test Statistic		.078
Asymp. Sig. (2-tailed)		.138 ^c

Sumber: Data diolah 2024

Based on the data in the table above, it can be seen that the Asymp.Sig. (2-tailed) is 0.138, which is greater than 0.05, so it can be concluded that the data tested has a normal distribution.

1. Hypothesis Testing

a) Mediation Effect Test

Regression testing with intervening variables aims to examine the indirect influence of one variable on another. This test aims to determine the effect of Perceived Family Support and Perceived Workplace Support on Work-Life Balance and Employee Performance.

Tabel Hasil Uji Pengaruh Mediasi

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.657	3.254		2.661	.009
	Perceived Family Support (X1)	.320	.081	.378	3.953	.000
	Perceived Workplace Support (X2)	.311	.115	.284	2.714	.008
	Kinerja Pegawai (Y)	.047	.064	.070	.745	.458

a. Dependent Variable: Work Life Balance (Z)

Sumber: Data diolah 2024

a) It is known that the significance value of the Perceived Family Support variable with Work Life Balance is 0.000 (< 0.05), so it can

be concluded that the Work Life Balance variable is able to moderate the influence of

Perceived Family Support on Employee Performance.

- b) It is known that the significance value of the Perceived Workplace Support variable with Work Life Balance is 0.008 (<0.05), so it can be concluded that the Work Life Balance variable is able to moderate the influence of Perceived Family Support on Employee Performance.
- c) It is known that the significance value of the Employee Performance variable is 0.458 (>0.05) which concludes that Work Life Balance is not able to moderate Employee Performance.

b) Coefficient of Determination Test (Adjusted R-Square).

The Moderated Regression Analysis (MRA) data analysis technique is used to see the results of the influence of independent variables on dependent variables, but also to see the moderating variables in the model by being able to strengthen or weaken the influence of independent variables on dependent variables.

Tabel Hasil Uji Koefisien Determinasi X1 dan X2

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29.045	4.283		6.782	.000
	Perceived Family Support (X1)	.107	.129	.085	.826	.411
	Perceived Workplace Support (X2)	.742	.167	.460	4.444	.000

a. Dependent Variable: Kinerja Pegawai (Y)

Sumber: Data diolah 2024

It is known that the significance value of the Perceived Family Support variable is 0.411 (>0.05), so it can be concluded that the Perceived Family Support variable does not have a significant effect on the Employee Performance variable. It is known that the significance value of the Perceived Workplace Support variable is 0.000 (<0.05), so it can be concluded that the Perceived Workplace Support variable has a significant effect on the Employee Performance variable.

c) Coefficient of Determination Test (Adjusted R-Square)

The coefficient of determination is a test step used to assess how well the independent variables used describe the factors of the dependent variable. This means that the higher the resulting determination value, the more it reflects that the majority of variables influencing the dependent variable are represented by the independent variables used in the study.

Tabel Hasil Uji Koefisien Determinasi Model Summary X1 dan X2

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.511 ^a	.261	.246	1.89080

a. Predictors: (Constant), Perceived Workplace Support (X2), Perceived Family Support (X1)

Sumber: Data diolah 2024

Based on the Model Summary table above, the R-square value is 0.261 and the Adjusted Square value is 0.241. The data used in this study utilizes two independent variables and one dependent variable. Therefore, the R-

square value used is 0.261, converted to a percentage of 26.1%. The remaining 73.9% is the contribution of other variables not included in the study. The e_1 value can be calculated using the formula $e_1 = \sqrt{1-0.261} = 0.546$.

Tabel Hasil Uji Koefisien Determinasi

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.617 ^a	.381	.361	1.18323

Based on the Model Summary table above, it is known that R square is 0.381. The data used in this study uses two independent variables, one dependent variable, and one intervening variable, so it can be concluded that the influence of Perceived Family Support (X1) and Perceived Workplace Support (X2) on Work Life Balance (Y1) Employee Performance (Y2) is 38.1% while the remaining 61.9% is the contribution of other variables not studied. Meanwhile, e_2 can be found with the formula $e_2 = \sqrt{1-0.381} = 0.383$.

d. Significance Test with t-value

The t-test, also known as a partial test, is used to examine how each independent variable individually influences the dependent variable. The t-test is a statistical test to determine whether the independent variable partially influences the dependent variable. The test criteria, briefly defined as significance (α) = 0.05, are determined as follows:

1. If $t_{\text{count}} > t_{\text{table}} (\alpha=0.05)$, then H_0 is rejected and H_a is accepted.
2. If $t_{\text{count}} < t_{\text{table}} (\alpha=0.05)$, then H_0 is rejected and H_a is rejected.

Conclusion:

1. Analysis of the influence of Perceived Family Support (X1) on Work Life Balance (Y1) The significance value of X1 was $0.411 > 0.05$. So it can be concluded that there is no direct significant influence of Perceived Family Support (X1) on Work Life Balance (Y1).

2. Analysis of the influence of Perceived Workplace Support (X2) on Work Life Balance (Y1). The significance value of X2 was $0.000 < 0.05$. Therefore, it can be concluded that there is a direct, significant influence of Perceived Workplace Support (X2) on Work Life Balance (Y1).
3. Analysis of the influence of Perceived Family Support (X1) on Employee Performance (Y2) The significance value of X1 was $0.000 < 0.05$. So it can be concluded that there is a direct significant influence of Perceived Family Support (X1) on Work Life Balance (Y2).
4. Analysis of the influence of Perceived Workplace Support (X2) on Employee Performance (Y2) The X2 significance value was $0.008 < 0.05$. Therefore, it can be concluded that there is a direct, significant influence of Perceived Workplace Support (X2) on Employee Performance (Y2).
5. Analysis of the influence of Work-Life Balance (Y1) on Employee Performance (Y2) The Z significance value was $0.458 > 0.05$. Therefore, it can be concluded that there is no direct, significant influence of Work-Life Balance (Y1) on Employee Performance (Y2).
6. Analysis of the influence of Perceived Family Support (X1) through Employee Performance (Y) on Work Life Balance (Z) The direct influence given by X1 on Z is 0.375, while the indirect influence of X1 through Y on Z is: $0.085 \times 0.745 = 0.063$. So the total influence given by X1 on Z is the

direct influence plus the indirect influence, namely: $0.375 + 0.063 = 0.438$. Based on the results of the calculations above, it is known that the value of the direct influence is smaller than the indirect influence, these results indicate that indirectly X1 through Y has a significant influence on Z.

7. Analysis of the influence of Perceived Workplace Support (X2) through Employee Performance (Y) on Work Life Balance (Z)
The direct influence given by X2 on Z is

0.284, while the indirect influence of X2 through Y on Z is: $0.460 \times 0.745 = 0.343$. So the total influence given by X1 on Z is the direct influence plus the indirect influence, namely: $0.284 + 0.745 = 1.029$. Based on the results of the calculations above, it is known that the value of the direct influence is smaller than the indirect influence, these results indicate that indirectly X2 through Y has a significant influence on Z

Tabel Hasil Uji t

Variabel	Nilai t hitung	Sig	Keterangan
<i>Perceived Family Support (X1) terhadap Kinerja Pegawai (Y)</i>	0,05	0,411	Ditolak
<i>Perceived Workplace Support (X2) terhadap Kinerja Pegawai (Y)</i>	0,05	0,000	Diterima
<i>Perceived Family Support (X1) terhadap Work Life Balance (Z)</i>	0,05	0,000	Diterima
<i>Perceived Workplace Support (X2) terhadap Work Life Balance (Z)</i>	0,05	0,008	Diterima
<i>Work Life Balance (Z) terhadap Kinerja Pegawai (Y)</i>	0,05	0,458	Ditolak

Sumber: Data diolah 2024

Discussion

The results of this study indicate that there is an influence between Perceived Family Support and Perceived Workplace Support on Employee Performance with Work Life Balance as an intervening variable, which can be seen as follows:

H1: Perceived Family Support has a positive influence on Employee Performance.

Based on the test results, it can be concluded that Perceived Family Support does not have a positive effect on Employee Performance. This result is proven by the obtained significance value of X1 of $0.411 > 0.05$. So it can be concluded that there is no direct significant effect of Perceived Family Support (X1) on Employee Performance (Y). Perceived family support is defined as an individual's perception of the extent to which family members care and are committed to doing household chores and helping each other. (Mustikaningrum & Perdhana, 2022), this is

one of the influences on an employee's performance. In this study, researchers found that perceived family support did not have a positive effect on employee performance.

This study is not in line with (Amin et al., 2023) in their study found that family support, organizational support, and work culture have a positive and significant effect on employee performance. Family support and organizational support have a positive and significant effect on work culture. The results of the Sobel test show that work culture can mediate the effect of family support and organizational support on employee performance at several branches of PT. Bank Sulselbar Makassar. Research (Mustikaningrum & Perdhana, 2022) found a positive and significant relationship between work-life balance and employee performance.

The results showed a positive and significant relationship between perceived family support and work-life balance. The results showed a positive and significant

relationship between perceived workplace support and work-life balance. Work-Life Balance Policies did not significantly impact Work-Life Balance. Based on these research and study results, the researchers hypothesized that Perceived Family Support has a positive effect on employee performance.

H2: Perceived Workplace Support has a positive effect on Employee Performance.

Based on the test results, it can be concluded that Perceived Workplace Support does not have a positive effect on Employee Performance. This result is proven by the obtained significance value of X2 of $0.000 < 0.05$. So it can be concluded that there is a direct, significant effect of Perceived Workplace Support (X2) on Employee Performance (Y). Perceived workplace support is defined as an employee's perception of the appreciation of employee contributions and performance as well as their perception of the company's concern for employee welfare. (Mustikaningrum & Perdhana, 2022). This indicates that workplace support significantly influences employee performance, when employees have the perception that their work is appreciated and cared for by the workplace, this encourages employees to unite organizational membership.

This research aligns with research by Pramono & Rivai (2023), which found that perceived organizational support has a positive and significant effect on work-life balance, but work-family conflict has no effect. Furthermore, perceived organizational support has been shown to have an indirect effect, but through mediation, on work-life balance and job satisfaction. Work-family conflict has a negative and significant effect on job satisfaction without mediation. Work-life balance has a positive and significant effect on job satisfaction. Furthermore, research by Andra et al. (2022) shows that perceived organizational culture and organizational culture influence employee work-life balance. Based on these research and studies, the

researchers hypothesize that Perceived Workplace Support has a positive effect on Employee Performance.

H3: Perceived Family Support has a positive effect on Work Life Balance.

Based on the test results, it can be concluded that a significance value of $0.000 < 0.05$ was obtained. So it can be concluded that there is a direct significant influence of Perceived Family Support (X1) on Work Life Balance (Z). Perceived family support is defined as an individual's perception of the extent to which family members care and are committed to doing household chores and helping each other. And everyone needs a balance between personal life and work life (work-life balance). In this study, the researchers found that there is a direct significant influence of Perceived Family Support on Work Life Balance.

H4: Perceived Workplace Support has a positive effect on Work Life Balance.

Based on the test results, it can be concluded that a significance value of $0.008 < 0.05$ was obtained. So it can be concluded that there is a direct significant influence of Perceived Workplace Support (X2) on Work Life Balance (Z). Perceived workplace support is defined as an employee's perception of the appreciation of employee contributions and performance and their perception of the company's concern for employee welfare. And everyone needs a balance between personal life and work life (work-life balance). This indicates that workplace support greatly influences balance at work. In this study, researchers found that there is a direct significant influence of Perceived Workplace Support on Work Life Balance.

H5: Work Life Balance has a positive effect on Employee Performance.

Based on the test results, it can be concluded that the Z significance value is $0.458 > 0.05$. Therefore, it can be concluded that there is no direct significant effect of Work-Life

Balance (Z) on Employee Performance (Y). Everyone needs a balance between personal life and work life (work-life balance). We work solely to earn a living. The bonus is a career, unlimited knowledge, and valuable experiences. Work-life imbalance has several negative impacts on employee attitudes and behavior and consequently affects organizational performance and effectiveness. Therefore, organizations are currently required to create a flexible environment that will help employees manage their work and family together. However, in this study, researchers found that there was no direct significant effect of Work-Life Balance on Employee Performance. This study is not in line with (Mustikaningrum & Perdhana, 2022) who found that work-life balance and Employee Performance have a positive and significant relationship. The results of the study show that perceptions of family support and work-life balance have a positive and significant relationship. And research (Budiani, 2021) Based on the results of data analysis, a correlation coefficient value of 0.623 was obtained with a significance value of 0.000 ($p < 0.05$), so it can be concluded that there is a significant relationship between the variables of perceived organizational support and work-life balance. The correlation coefficient value shows that there is a positive and significant direction of the relationship, which can be interpreted as the higher or more positive the perception of organizational support, the higher the work-life balance of warehouse staff employees at PT. X. From the results of the research and study, the researcher draws a hypothesis that Work Life Balance and Perceived Family Support have an effect on Perceived Family Support on Employee Performance

4. Conclusion and Suggestion

Conclusion

This study aims to examine the influence of Perceived Family Support and Perceived Workplace Support on Employee

Performance, including Work-Life Balance and Employee Performance. The research concludes that:

1. Analysis of the influence of Perceived Family Support on Employee Performance yielded a significance value of $0.411 > 0.05$. Therefore, it can be concluded that Perceived Family Support has no direct positive effect on Employee Performance.
2. Analysis of the influence of Perceived Workplace Support on Employee Performance yielded a significance value of $0.000 < 0.05$. Therefore, it can be concluded that Perceived Workplace Support has a significant direct effect on Employee Performance.
3. Analysis of the influence of Perceived Family Support on Work-Life Balance yielded a significance value of $0.000 < 0.05$. Therefore, it can be concluded that Perceived Family Support has a significant direct effect on Work-Life Balance.
4. Analysis of the effect of Perceived Workplace Support (X2) on Work-Life Balance. A significance value of $0.008 < 0.05$ was obtained. Therefore, it can be concluded that there is a direct, significant effect of Perceived Workplace Support on Work-Life Balance.
5. Analysis of the effect of Work-Life Balance on Employee Performance. A significance value of $0.458 > 0.05$ was obtained. Therefore, it can be concluded that there is no direct, significant effect of Work-Life Balance on Employee Performance.

Suggestion

Based on the discussion and research results presented, the researchers offer several suggestions, including:

1. Suggestions for employees at the Makassar City Manpower Office include improving Perceived Family Support, as it can impact employee performance.

2. Suggestions for future researchers include adding other variables that influence employee performance and selecting respondents who are expected to perform well.
3. Suggestions for the Makassar City Manpower Office include increasing employee awareness by providing education on the importance of Work-Life Balance and Perceived Family Support.
4. Suggestions for supervisor support include giving employees the confidence to complete their work and fostering open and transparent communication between employees and superiors.
5. Suggestions for implementing policies that support Work-Life Balance by creating a supportive work environment

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