

The Influence of Work-Life Balance and Non-Physical Work Environment on Female Employees Performance at PT. Prusolid Citra Mandiri Surabaya

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ABSTRACT

This research explores how work-life balance and intangible aspects of the work environment influence the job performance of female staff at PT. Prusolid Citra Mandiri Surabaya. A quantitative design was implemented through a survey method. Data were obtained by distributing questionnaires to 45 female employees and analysed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The analysis reveals that both work-life balance and the non-physical characteristics of the work environment significantly and positively affect female employees' performance. Time balance emerges as the dominant indicator in work-life balance and peer relationships in the non-physical work environment. The results highlight the need for organizational strategies that promote a balanced integration of professional and personal life, as well as a supportive and comfortable workplace atmosphere, in order to improve work productivity.

INTRODUCTION

Every company has different goals, and quality human resources (HR) are crucial factor in achieving those goals (Manasikana & Adiwati, 2022). Amid growing recognition of HR importance, the role of women in increasingly gaining attention (Sholeh et al., 2020). The rising percentage of female workers in Surabaya from 2022 to 2024 reflects significant progress (Central Bureau of Statistics, 2025). This shift not only contributes to economic growth but also fosters a more inclusive workplace culture. As more women enter the workforce, organizations must adapt their policies to support their unique needs and challenges.

Table 1. The Rising Percentage of Female Workers

Gender	The rising percentage by gender (%)		
	2022	2023	2024
Gents	85,07	80,25	81,92
Ladies	55,46	57,61	59,48

However, working women who are married and have families face demands to fulfill their responsibilities as homemakers while completing work duties. These dual roles can lead to complex and challenging conflicts (Rahmawati et al., 2021). Employee performance is one of the key factors in achieving organizational goals (Kartini & Purwanda, 2020). Therefore, companies need to implement policies and structures that improve employees' quality of life in the workplace (Tamunomiebi & Oyibo, 2020). Given the phenomenon of women's dual roles, strategies to balance work and personal life are crucial (Asrilla Putri, 2022). In addition to work-life balance, another influential factor is the non-physical work environment (Fatimah et al., 2021).

PT. Prusolid Citra Mandiri Surabaya requires high-performing human resources to ensure the company's operational effectiveness and sustainability. According to data from the HRD department at PT Prusolid, there are 45 female employees across several units. Performance target data shows that employees have not yet achieved the desired company targets. Additionally, the low rate of leave usage suggests that employees may be neglecting personal or family needs, potentially leading to fatigue, stress, and decreased productivity.

Earlier research has yielded inconsistent findings on how work-life balance and non-physical aspects of the work environment affect employee performance. A study by Oktavia Marsyanda et al. (2021) reported that while work-life balance had a favorable influence, the work environment did not demonstrate a positive effect. These differences indicate a research gap or inconsistency in previous studies. Based on this background and the identified research gap, this study aims to examine how work-life balance and intangible aspects of the workplace impact the job performance of women workers at PT Prusolid Citra Mandiri Surabaya

LITERATURE REVIEW

Work-Life Balance Theory

Work-life balance describes a stable alignment between one's career obligations and personal life. It highlights the value of efficiently organizing time and responsibilities to improve overall well-being and job performance.

H1: A well-maintained work-life balance leads to improved job performance among female employees. Previous studies, such as those by Pratiwi, et al., (2023), support this hypothesis by showing effective work-life balance leads to increased employee productivity and job satisfaction.

Non-Physical Work Environment Theory

The unseen elements of the organizational environment encompass aspects such as organizational culture, interpersonal relationships, and psychological conditions at work. A supportive non-physical environment can enhance employee morale and performance.

H2: A positive non-physical work environment positively influences productivity. This hypothesis is validated through previous studies from (Fatimah et al., 2021), indicating that a harmonious work atmosphere contributes to higher productivity.

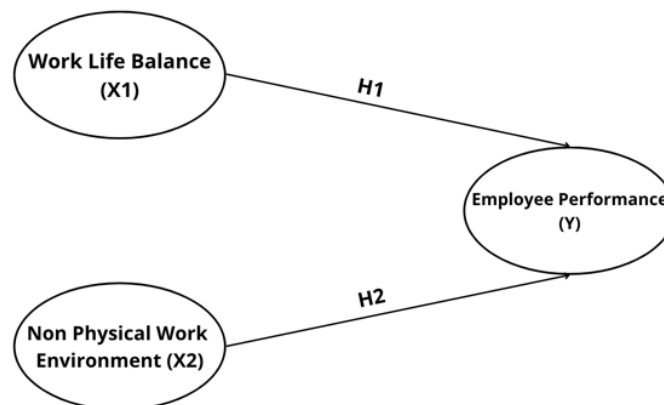


Figure 1. Conceptual Framework

METHODOLOGY

This research adopted a quantitative methodology, applying a survey technique to obtain information from employees at PT. Prusolid Citra Mandiri Surabaya. Responses were collected through a questionnaire designed using a Likert scale format. The study targeted a total population of 45 female employees, all of whom were included as research participants. To assess the connections between the studied variables, data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM).

RESEARCH RESULT

This research used PLS-SEM as the analytical method, processed using SmartPLS4 software. The analytical process was divided into two primary phases: assessment of the outer model, which examines the measurement components, and assessment of the inner model, which evaluates the structural relationships among variables. Each statistical test conducted is summarized in the following subsections, supported by relevant tables.

Table 2. Convergent Validity

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1.1 <- X1	0.891	0.884	0.057	15.667	0.000
X1.2 <- X1	0.871	0.867	0.046	19.110	0.000
X1.3 <- X1	0.850	0.838	0.072	11.826	0.000
X2.1 <- X2	0.859	0.856	0.051	16.868	0.000
X2.2 <- X2	0.792	0.770	0.109	7.294	0.000
X2.3 <- X2	0.884	0.877	0.053	16.790	0.000
Y.1 <- Y	0.880	0.873	0.049	17.923	0.000
Y.2 <- Y	0.794	0.783	0.074	10.738	0.000
Y.3 <- Y	0.853	0.841	0.070	12.236	0.000

Convergent validity was evaluated using factor loadings and Table 2 displays the AVE values, demonstrating that all factor loadings are above the 0.50 benchmark, and T-statistics were above 1.96, indicating that all indicators are valid.

Table 3. Discriminant Validity

	Work Life Balance (X1)	Non-Physical Work Environment (X2)	Employee Performance (Y)
X1.1	0.891	0.811	0.816
X1.2	0.871	0.835	0.848
X1.3	0.850	0.784	0.785
X2.1	0.818	0.859	0.804
X2.2	0.766	0.792	0.760
X2.3	0.777	0.884	0.807
Y.1	0.831	0.794	0.880
Y.2	0.761	0.794	0.794
Y.3	0.778	0.776	0.853

Discriminant validity was tested through the cross-loading matrix (Table 3), where each indicator had a higher loading on its intended construct compared to other constructs, indicating good discriminant validity.

Table 4. Average Variance Extracted

	Average variance extracted (AVE)
Work Life Balance (X1)	0.759
Non-Physical Work Environment (X2)	0.715
Employee Performance (Y)	0.711

AVE values in Table 4 also exceeded the minimum threshold of 0.50 for all variables (Work Life Balance = 0.759; Non-Physical Work Environment = 0.715; Employee Performance = 0.711), confirming adequate convergent validity.

Table 5. Composite Reliability

	Composite reliability (ρ_c)
Work Life Balance (X1)	0.904
Non-Physical Work Environment (X2)	0.883
Employee Performance (Y)	0.881

Composite reliability shown in Table 5, indicated that all constructs were reliable, with values exceeding 0.70 (Work Life Balance = 0.904; Non-Physical Work Environment = 0.883; Employee Performance = 0.881).

Table 6. Latent Variable Correlations

	Work Life Balance (X1)	Non-Physical Work Environment (X2)	Employee Performance (Y)
Work Life Balance (X1)	1.000	0.930	0.938
Non-Physical Work Environment (X2)	0.930	1.000	0.935
Employee Performance (Y)	0.938	0.935	1.000

Latent Variable Correlations are shown in Table 6, highlighting strong correlations among the constructs. The highest correlation was between Work Life Balance and Employee Performance (0.938), indicating a strong relationship.

Table 7. Coefficient of Determination (R Square)

	R-square
Employee Performance (Y)	0.908

To measure how well the model predicts outcomes, R Square was applied. Table 7 shows that the Employee Performance variable has an R Square value of 0.908, suggesting that Work-Life Balance and Non-Physical Work Environment together explain 90.8% of its variance.

Table 8. Path Coefficient

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work Life Balance (X1) -> Employee Performance (Y)	0.508	0.507	0.140	3.613	0.000
Non-Physical Work Environment (X2) -> Employee Performance (Y)	0.462	0.462	0.144	3.206	0.001

Hypothesis Testing was conducted using the analysis of path coefficients, T-statistics, and p-values is presented in Table 8. The findings confirm that both proposed hypotheses are supported. Work-Life Balance shows a statistically significant and positive influence on Employee Performance ($\beta = 0.508$, $T = 3.613$, $p < 0.001$), while the Non-Physical Work Environment similarly demonstrates a significant positive relationship ($\beta = 0.462$, $T = 3.206$, $p = 0.001$).

DISCUSSION

This study demonstrates that both the balance between professional and personal life and the intangible workplace conditions contribute significantly and positively to enhancing the performance of women employees at PT Prusolid Citra Mandiri Surabaya. A well-managed work-life balance is key to supporting employees in carrying out their roles efficiently. Among the components of work-life balance, time balance is the most dominant factor, suggesting that employees who can effectively allocate their distribution of time between occupational and family roles. This finding supports previous research which emphasized that flexible work arrangements, supportive organizational policies, and personal time management significantly contribute to improved employee performance (Rahmawati et al., 2021). On the other hand, the non-physical work environment—particularly peer relationships—also emerges as a vital determinant of employee performance. A positive workplace atmosphere, characterized by mutual respect, collaboration, and open communication, fosters a sense of belonging and psychological safety, which motivates employees to work more effectively (Astutiningtyas et al., 2021). These results are in line with studies highlighting the importance of interpersonal dynamics, communication quality, and emotional well-being in enhancing employee outcomes. Taken together, these findings suggest that organizations should not only focus on tangible resources but also give serious attention to work-life balance initiatives and the cultivation of a healthy, non-physical work environment to support employee well-being and drive optimal performance.

CONCLUSIONS AND RECOMMENDATIONS

In conclusion, the study establishes that work-life balance and a positive non-physical work environment significantly enhance employee performance at PT. Prusolid Citra Mandiri. Employees who effectively balance their professional and personal lives tend to perform better, while a supportive workplace fosters commitment and productivity. To capitalize on these findings, it is recommended that the company implement flexible work arrangements, enhance team-building activities, and provide support services such as counseling. Additionally, establishing a feedback mechanism will help tailor initiatives to employee needs and improve overall workplace satisfaction. By adopting these strategies, PT. Prusolid can boost employee performance and retention, ultimately contributing to organizational success.

ADVANCED RESEARCH

This research recognizes several limitations, such as its concentration on a single company and a specific group female employees which may limit the extent to which the findings can be applied to broader contexts. To enhance the depth and applicability of future studies, researchers are encouraged to examine more diverse samples from different sectors. Employing longitudinal designs could offer a clearer understanding of the sustained impact of work-life balance strategies on employee performance. Additionally, incorporating qualitative approaches such as in-depth interviews or focus group discussions may reveal richer insights into employees lived experiences regarding work-life balance and non-physical workplace conditions. Investigating other influencing factors could further deepen the analysis of how these elements interact with job performance

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