

Work-Life Balance And Its Significant Positive Effect On Employee Performance: Evidence From BNN Maluku Province

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ARMADA
JURNAL PENELITIAN MULTIDISIPLIN

e-ISSN: 2964-2981

ARMADA : Jurnal Penelitian Multidisiplin

<https://ejournal.45mataram.ac.id/index.php/armada>

Vol. 4, No. 4 April 2026

Page: 240-251

DOI:

<https://doi.org/10.55681/armada.v4i4.1992>

Article History:

Received: Maret 07, 2026

Revised: March 27, 2026

Accepted: April 20, 2026

Abstract : This study aims to examine the impact of work-life balance on the performance of employees at the National Narcotics Board (Badan Narkotika Nasional/BNN) of Maluku Province. The growing demands on law enforcement personnel necessitate an understanding of how equilibrium between professional duties and personal life affects workplace outcomes. This explanatory research employed a quantitative approach with a census sampling technique, utilizing the entire population of 57 employees as respondents. Primary data were collected through questionnaires measured by a Likert scale, and the analysis included validity and reliability tests, simple linear regression, and coefficient of determination. The findings reveal that work-life balance has a significant positive influence on employee performance, as indicated by a significance value of 0.000 (< 0.05). The regression equation $Y = 6.649 + 0.539X$ demonstrates that for every unit increase in work-life balance, employee performance increases by 0.539. Furthermore, work-life balance explains 60.5% of the variance in employee performance ($R^2 = 0.605$), while the remaining 39.5% is influenced by other variables not examined in this study. It is concluded that enhancing work-life balance through supportive policies, such as flexible working arrangements and wellness programs, can substantially improve employee effectiveness. Future research is encouraged to explore additional factors like motivation and compensation to provide a more comprehensive understanding of performance determinants in public sector organizations.

Keywords : BNN Maluku, Employee, Public Sector, Work-life balance

INTRODUCTION

Over the past few decades, the professional landscape has undergone a significant transformation, a shift that cannot be overlooked. The growing emphasis on achieving a harmonious equilibrium between personal life and professional responsibilities has emerged as a primary catalyst for this contemporary change. For the modern workforce, employment is no longer perceived merely as a source of income but is increasingly regarded as an inherent component of life satisfaction and personal identity. Arif Ismunandar (2019) elucidate that there has been a notable evolution from aspirations solely focused on workplace achievements toward a broader ambition of attaining holistic harmony in daily life. The significance of this understanding extends beyond its relevance to individuals, serving as a foundational principle for organizations aiming to retain and attract top talent. Pulungan (2025) further elaborates that within this context,

companies are compelled to offer more than just competitive salaries and benefits; they must also adapt to new dynamics and ensure their work environments actively support life balance.

As technological advancements accelerate the pace of modern life, increasing job demands and the expectation of constant productivity challenge employees. According to Arifin & Muharto (2022), a key factor influencing employee performance is their ability to reconcile professional obligations with personal life. This concept, termed work-life balance, refers to maintaining a manageable equilibrium between work and non-work domains. Essentially, it represents a balance of roles for instance, between the role of an employee and that of a family member. Achieving work-life balance implies that employees can flexibly allocate their time and energy between work, personal life, family, hobbies, education, and other pursuits, thereby avoiding an excessive focus on work (Alni, 2024). The benefits for employees who attain this balance include enhanced job satisfaction, improved physical and mental health, and reduced work-related stress.

Work-related issues, such as inflexible and demanding schedules, often directly correlate with workplace dissatisfaction, leading to personal challenges including poor time management, rigid working hours, and long commutes (Sinurat *et al.*, 2025). The effective implementation of work-life balance policies can enhance an employee's psychological well-being, minimize the risks of work-related stress and burnout, and consequently improve performance and organizational commitment. This is particularly crucial in high-stakes government agencies such as the National Narcotics Board (*Badan Narkotika Nasional/BNN*), especially at its Maluku Provincial office located in Karang Panjang (Karpan), Ambon. The institution bears a substantial responsibility in preventing and eradicating the abuse of narcotics, psychotropic substances, and other illicit drugs. This mission requires considerable time, intense focus, and constant readiness, demanding employees to remain highly vigilant in rapidly evolving situations. These conditions can create significant difficulties in balancing occupational demands with personal life responsibilities, potentially impacting both physical and mental well-being.

Work-life balance is positively associated with overall performance metrics, such as productivity and work quality (Anugrah & Priyambodo, 2021). Conversely, when employees feel they must sacrifice their personal lives to meet excessive occupational demands, the resulting imbalance can negatively impact performance (Sari *et al.*, 2024). Disparities between work and personal life demands can lead to various problems and increased turnover rates. Employees at the Maluku Provincial BNN office frequently encounter challenges due to high workloads, which demand constant physical and mental preparedness. A lack of supportive policies, such as flexible working hours or structured well-being programs, can further exacerbate work-life imbalance.

As articulated by Mrs. Fat, Head of Data and Information Analysis, the sudden influx of data regarding drug abuse cases often requires staff to interrupt personal activities and resume work immediately upon receiving urgent assignments from superiors. This, she notes, can become problematic as prolonged work hours may lead to physical and mental fatigue. Similarly, Mr. Farel, a field officer in the eradication division, stated that upon receiving intelligence about drug smuggling by certain individuals, they are often immediately deployed to the field by their superiors. Consequently, time initially reserved for personal life becomes divided with professional duties, sometimes resulting in less than full focus on work due to concurrent concerns about personal matters left unattended. The primary role of BNN, particularly in Maluku Province, is to combat the narcotics problem. Understanding the impact of work-life balance on employee performance is therefore highly relevant. Given the background outlined above, the researcher is interested in conducting a study entitled: "The Impact of Work-Life Balance on Employee Performance at the National Narcotics Board (BNN) of Maluku Province."

LITERATURE REVIEW

Work-life balance (WLB) has emerged as a critical issue in contemporary organizational and human resource management studies. It is no longer viewed merely as an employee benefit but as a strategic imperative influencing individual well-being, job satisfaction, and overall organizational performance. This literature review synthesizes findings from four key articles, encompassing a systematic review focused on millennials in Indonesia, an integrative theoretical framework, and

an empirical case study, to provide a comprehensive understanding of the antecedents, dimensions, consequences, and contextual applications of WLB.

The conceptualization of WLB has evolved from a simple time-allocation model to a more nuanced, multi-dimensional construct. Sirgy & Lee (2018), in their integrative review, propose a robust definition encompassing two core dimensions: (1) a high level of engagement in both work and non-work life roles, and (2) minimal conflict between these social roles. This integrated view moves beyond the traditional focus on work-family conflict (WFC) or enrichment alone, arguing that true balance requires active participation and satisfaction in multiple life domains alongside low inter-role interference. This perspective is echoed by Wolor *et al.* (2020), who describe WLB as a balance that brings satisfaction to the individual, and Nurwahyuni (n.d.), who references Greenhaus *et al.* (2003) in defining it as the extent to which an individual is equally engaged and satisfied with work and family roles.

Organizational Antecedents: Sirgy & Lee (2018) categorize organizational predictors into job characteristics and support systems. High job demands, time pressure, and role ambiguity are negatively associated with WLB. Conversely, job autonomy, scheduling flexibility, and organizational support programs (e.g., flexible work arrangements, childcare assistance, family-leave policies, social support at work) significantly enhance WLB. Wolor *et al.* (2020) corroborate this, listing formal strategies like flexible hours, telecommuting, compressed workweeks, and clear leave programs as effective. Nurwahyuni Siti (2019) case study empirically demonstrates that a high workload negatively and significantly impacts WLB, reinforcing the role of job demands as a key antecedent.

Personal and Cultural Antecedents: Personal factors such as high job involvement, family involvement, conscientiousness, and effective coping styles promote WLB (Sirgy & Lee, 2018). Cultural values also play a moderating role; for instance, individuals in collectivist cultures may perceive long work hours differently than those in individualist cultures. Furthermore, the generational shift is a significant antecedent highlighted by Wolor *et al.* (2020). The influx of the millennial generation (Born 1980-2000s) into the workforce, characterized by their desire for flexibility, technological adeptness, and prioritization of lifestyle over mere income, is a primary driver for the contemporary emphasis on WLB policies.

A strong consensus across all articles affirms the positive impact of WLB on various performance outcomes. Sirgy & Lee (2018) systematically organize the consequences into three categories: **Work-Related Outcomes:** Increased WLB leads to higher job performance, job satisfaction, organizational commitment, and career success, while reducing turnover intention, absenteeism, and job burnout. **Non-Work-Related Outcomes:** It enhances life satisfaction, marital and family satisfaction, and overall well-being. **Stress-Related Outcomes:** WLB is associated with lower levels of psychological distress, anxiety, depression, and stress-related symptoms.

Wolor *et al.* (2020) specifically link WLB to improved performance among millennial employees, noting that it can foster motivation, commitment, and a sense of belonging, which in turn reduces turnover. Nurwahyuni Siti (2019) empirical study at PT. Telkom Indonesia provides direct evidence, finding a significant positive influence of WLB on employee performance. Her research further reveals that WLB acts as a full mediator in the relationship between workload and performance. While workload did not have a direct significant effect on performance, it negatively affected WLB, which subsequently influenced performance. This underscores the critical mediating mechanism of WLB in translating job conditions into performance outcomes.

The application of WLB principles is heavily influenced by national context. Wolor *et al.* (2020) specifically address Indonesia, noting that despite a cultural emphasis on family (making WLB highly relevant), its formal implementation lags behind Western countries. Indonesian labor law provides a foundation (e.g., leave policies), but more progressive policies like flexible working hours are not yet widespread in legislation. The study calls for revised regulations and proactive corporate policies to attract and retain talent, especially millennials. Nurwahyuni Siti (2019) case study within an Indonesian state-owned enterprise (PT. Telkom) demonstrates that even within existing structures, supportive programs (e.g., leave quotas, health benefits) can foster good WLB and high performance, validating the importance of organizational initiative beyond mere legal compliance.

Sirgy & Lee (2018) elaborate on several theoretical principles explaining how WLB affects outcomes like life satisfaction and performance. These include: Satisfaction Limits: Satisfaction from a single life domain (e.g., work) has diminishing returns; well-being requires satisfaction across multiple domains. Role Conflict: Incompatible role demands between work and non-work life generate stress and reduce performance in both areas. Positive Spillover & Role Enrichment: Skills, resources, and positive affect gained in one role can enhance performance and satisfaction in another. Compensation: Individuals may invest more in one life domain to compensate for dissatisfaction in another. These mechanisms provide a framework for understanding the empirical findings in the other articles, such as the mediating role of WLB found by Nurwahyuni Siti (2019).

RESEARCH METHODS

This study employs an explanatory research design with a quantitative approach. Explanatory research aims to explain the causal relationship between variables by testing the formulated hypotheses. According to Gio (2018), quantitative research is an approach grounded in the philosophy of positivism, intended to describe and test hypotheses developed by researchers. Wulansari *et al.*, (2025) further asserts that quantitative research extensively utilizes numerical data, from data collection and interpretation to the presentation of results. This design is appropriate for examining the influence of work-life balance on employee performance at BNN Maluku Province.

The research was conducted at the office of the National Narcotics Board (BNN) of Maluku Province, located in Karang Panjang, Ambon. The study was carried out over a period of from March to June 2025, to ensure comprehensive data collection and analysis. This study involves two main variables. Independent Variable (X) for Work-Life Balance, defined as the equilibrium between an employee's professional duties at BNN Maluku Province and their personal life, including family, hobbies, and other non-work activities and Dependent Variable (Y) for Employee Performance, defined as the tangible work achievements and behaviors demonstrated by employees of BNN Maluku Province in accordance with their roles and responsibilities within and outside the office. While the population in this study encompasses the entire group of individuals, events, or things of interest that the researcher wishes to investigate (Gio & Rosmaini, 2015; Henaulu & Ardian, 2020; Wulansari *et al.*, 2025) defines population as a generalization area consisting of objects or subjects with specific qualities and characteristics determined by the researcher for study and subsequent conclusion drawing. The population for this research comprises all employees of BNN Maluku Province, totaling 57 individuals.

Given the manageable size of the population, this study employs a census sampling technique. Census sampling involves collecting data from every member of the population. Therefore, the sample for this research is the entire population of 57 employees. This method was chosen to obtain accurate and comprehensive data representing the entire population. The primary type of data used in this research is primary data. Primary data refers to data sources that directly provide information to the data collector (Sugiyono, 2018). These data were gathered through questionnaires distributed to the respondents. The data sources for this study are twofold. 1) Primary Data is data obtained directly by the researcher from the research object at the BNN Maluku Province office. This includes respondents' answers to the questionnaires and information regarding the number of employees. And secondary data is data that is already available and obtained from the BNN Maluku Province office, such as employee records and office profiles. Additionally, secondary data were sourced from relevant articles, books, and journals related to the research topic.

Data collection techniques refer to the methods employed by the researcher to gather data. The techniques used in this study are questionnaire and interview. The questionnaire utilizes a Likert scale to measure respondents' attitudes towards specific statements. The scale ranges from 1 to 5, with the following weights:

1. Strongly Disagree (STS): Score 1
2. Disagree (TS): Score 2
3. Neutral (R): Score 3
4. Agree (S): Score 4

5. Strongly Agree (SS): Score 5

While for interview, involving question-and-answer sessions with the leadership and employees who served as data sources for this research. To ensure clarity and measurability, the variables are operationally defined as follows:

Table 1. Operational Definition of Variables

Variable	Definition	Indicators	Scale
Work-Life Balance (X)	The equilibrium between an employee's working time at BNN Maluku Province and their personal life, family, hobbies, and other activities	1. Time Balance	Likert
		2. Involvement Balance	
		3. Satisfaction Balance (Fisher, 2021., Greenhaus et al., 2023)	
Employee Performance (Y)	The tangible work behavior and achievements demonstrated by employees of BNN Maluku Province in accordance with their roles and responsibilities	1. Effectiveness	Likert
		2. Responsibility	
		3. Discipline	
		4. Initiative	

(adapted from Robbins & Judge, 2017)

The data analysis techniques employed in this research are Instrument Testing, a) Validity test, this is determined by comparing the calculated correlation coefficient (r-count) with the critical value from the correlation table (r-table). An item is considered valid if r-count > r-table. b). Reliability test, this study uses Cronbach's Alpha coefficient analysis. An instrument is deemed reliable if it has a Cronbach's Alpha coefficient of 0.6 or higher. Next, a simple linear regression analysis is used to determine the direction and magnitude of the influence of the independent variable (Work-Life Balance) on the dependent variable (Employee Performance). The regression equation is as follows:

$$Y = a + bX \tag{1}$$

Partial Test (t-Test) is used to determine whether the independent variable (X) partially or individually has a significant influence on the dependent variable (Y). The test is conducted by comparing the calculated t-value with the t-table value at a specified significance level (e.g., α = 0.05). And Coefficient of Determination Test (R²) aims to measure how much the independent variable explains the variation in the dependent variable. The value of R² ranges from 0 to 1. A value closer to 1 indicates that the independent variable provides almost all the information needed to predict the dependent variable (Gio, 2018).

RESULT AND DISCUSSION

RESULT

Variabel Work Life Balance (X)

Work-life balance also means that employees can use their working time flexibly between work and personal life, family, hobbies, education, and others to achieve balance and not focus too much on their work. In this variable, work-life balance (X) has 14 statement items in the questionnaire. The description of respondents' responses to the 14 statement items is as follows:

Table 2. Distribution of Respondents' Answers Regarding Work-Life Balance (X)

Statement	Respondents' Responses to Work-Life Balance Variable Statement Items				
	5	4	3	2	1

			%		%		%		%
1	8	0	7	2.5	2	.5	7		
2	0	0	5	7	2.5	4	5	.5	
3	3	7.5	5	6	0	4	.5	2	
4	3	2.5	3	2	5	5	2.5	1	
5	5	7.5	3	0	0	5	0	1	.5
6	2	5	5	4	5	3	5		
7	17	2.5	4	6	0	4	7.5	1	
8	4	5	3	4	5	3	0	2	.5
9	0	5	7	0	5	2			
10	1	0	5	9	7.5	4	.5	2	
11	1	4	0	6	5	3	7.5	.5	
12	1	8	5	4	0	5		5	
13	1	7	2.5	4	0	5	.5	7	
14	1	3	7.5	5	3	3	0	1	
T	84	10	7	25	62.5	9	07.5	1	2.5
total			5		0.18	4	.68	7	.89
									.54

Source: SPSS processes data

Based on Table 2 above, it shows that overall the work-life balance variable mostly stated strongly agree responses at 50.71% and 40.18% with agree answers.

Employee Performance Variable (Y)

In this variable, employee performance (Y) has 9 statement items in the questionnaire. The description of respondents' responses to the 9 statement items is as follows:

Table 3. Distribution of Respondents' Answers Regarding Employee Performance (Y)

Statement	Respondents' Responses to Employee Performance Variable Statement Items								
	5		4		3		2		1
	f	%	f	%	f	%	f	%	f
1	1	2.5	8	5		.5	2		
2	7	2.5	4	1	2.5	5		5	
3	9	7.5	4	1	2.5	5			
4	8	5	4	0	0	5		5	

5	7	2.5	4	3	7.7	5		
6	1	2.5	5	9	7.5	4		
7	5	7.5	3	0	0	5	2.5	1
8	9	7.5	4	0	0	5	.5	2
9	7	2.5	4	2	5	5	.5	2
To	64	10	4	84	60	4	2	0
tal			4		5			3
		5.46			1.13			.33

Source: SPSS processes data

Based on Table 3 above, it shows that overall the work-life balance variable mostly stated agree responses at 51.13% and 45.46% with strongly agree answers

Validity Test

The validity test is used to examine the accuracy of the measuring instrument, to reveal the concept of the symptom/event being measured. The validity test is used to measure the validity of a questionnaire. A questionnaire is declared valid if the questions/statements in the questionnaire are able to reveal something that will be measured by the questionnaire. The validity test uses sign (2-tailed). If the significance value is smaller than 5% (level of significance), it indicates that the statements are valid as indicators. Conversely, if the sign (2-tailed) significance value is greater than 5% (level of significance), it indicates that the statements are not valid. The recapitulation of the validity test results for each question item on each variable above can be seen in Table 4.

Table 4. Validity Test Results of Research Variables

Variable	Indicator	Sign(2taile d)	5	α=0.0 on	Descripti on
Work Life Balance (X)	1	Statement	0.000	0.05	Valid
	2	Statement	0.000	0.05	Valid
	3	Statement	0.000	0.05	Valid
	4	Statement	0.000	0.05	Valid
	5	Statement	0.000	0.05	Valid
	6	Statement	0.001	0.05	Valid
	7	Statement	0.000	0.05	Valid
	8	Statement	0.002	0.05	Valid
	9	Statement	0.000	0.05	Valid
	10	Statement	0.000	0.05	Valid

	11	Statement	0.002	0.05	Valid
	12	Statement	0.000	0.05	Valid
	13	Statement	0.000	0.05	Valid
	14	Statement	0.000	0.05	Valid
Performan ce Employee (Y)	1	Statement	0.000	0.05	Valid
	2	Statement	0.000	0.05	Valid
	3	Statement	0.000	0.05	Valid
	4	Statement	0.000	0.05	Valid
	5	Statement	0.000	0.05	Valid
	6	Statement	0.000	0.05	Valid
	7	Statement	0.000	0.05	Valid
	8	Statement	0.000	0.05	Valid
	9	Statement	0.000	0.05	Valid

Source: SPSS processes data

Based on Table 4, the validity test results using the sign (2-tailed) value show that all indicators on the work-life balance and employee performance variables have analysis sign values smaller than the $\alpha=0.05$ value used ($0.000 < 0.05$). Thus, all items are declared valid.

Reliability Test

The reliability test is a tool to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is declared reliable or dependable if a person's answers to statements are consistent or stable over time. The reliability test uses Cronbach's alpha with a significance level of 5% (Sugiyono, 2017). An instrument is called reliable when *ralpha* (α) > 0.6 , but if *ralpha* (α) is less than 0.6, the instrument is called unreliable. The reliability test results for each variable are obtained as follows:

Table 5. Reliability Result

Variable	Cronbach's Alpha	N of Item
Work life balance	0.876	14
Performance Employee	0.944	9

Source: Primary data processed, 2025

Based on Table 5 above, the total Cronbach's alpha values for each variable are obtained, including the X variable (work life balance) at 0.876 and the Y variable (employee performance) at 0.944. This indicates that both variables have very good reliable instruments. Sekaran and Bougie (2017) stated that a variable in a questionnaire is considered reliable (acceptable) if it has a

Cronbach's alpha coefficient score > 0.60. Thus, it can be concluded that all statement items on both variables are declared reliable.

Simple Linear Regression Test

Simple linear regression analysis is a linear relationship between one independent variable (X) and the dependent variable (Y). This analysis is to determine the direction of the relationship between the independent variable and the dependent variable, whether positive or negative, and to predict the value of the dependent variable if the value of the independent variable increases or decreases. The results of the simple regression analysis can be seen in the following table.

Table 6. Regression Coefficient Test

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	Constant	Std. Error	Beta		
(Constant)	6.649	4.366			.136
Work Life Balance	.539	.071	.778		.000

Dependent Variable: : Performance Employee

Source: SPSS processes data

Based on the regression coefficient test results in Table 6 above, the regression equation obtained is $Y = 6.649 + 0.539X$. Based on the above equation, it can be concluded as follows:

- The constant value is obtained at 6.649. This value means that even if the work-life balance value is equal to zero, employee performance remains at 6.649.
- The regression coefficient value of the work-life balance variable is 0.539. This value means that if there is a balance between the working time of a BNN employee and time for personal needs, then employee performance will increase by 0.539. Likewise, the opposite applies.

Thus, employee performance will increase, assuming that BNN Maluku Province employees can use work time flexibly between personal life, family, and hobbies well.

Coefficient of Determination Test (R^2)

Table 7. Model Summary

Model	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.605 ^a	.595	2.663	2.133

a. Predictors: (Constant), *Work Life Balance*
b. Dependent Variable: : Performance Employee

Source: SPSS processes data

Based on Table 7 above, the coefficient of determination value is obtained at 0.605. This shows the ability of work-life balance to explain the variation in employee performance at BNN Maluku Province by 60.5%, while the remaining 39.5% is explained by other variables outside this study.

DISCUSSION

This study used a questionnaire as the main instrument to collect data from BNN Maluku Province employees. Of the 57 questionnaires distributed, 40 questionnaires were returned completely and could be analyzed. This shows a response rate of 70.18%. This response rate is quite adequate for field research because, according to Sekaran & Bougie (2019), a response rate above 50% can be considered feasible for analysis, especially in research conducted directly in the field. All descriptive analysis and hypothesis testing in this study are based on data from these 40 respondents. Based on the statistical analysis results using the t-test on SPSS version 27, it was found that the significance value (sig. 2-tailed) of the Work-Life Balance variable (X) is smaller than the significance level or alpha used, which is 0.05. This result indicates that there is a statistically

significant influence between variable X (work-life balance) on variable Y (employee performance). In addition, the positive regression coefficient value indicates a unidirectional relationship meaning, the better the work-life balance perceived by employees, the higher the performance shown.

Furthermore, the correlation coefficient value between the two variables is in the strong relationship category, which means work-life balance not only influences but also has a close relationship with employee performance. This finding supports the proposed hypothesis that work-life balance has a significant positive effect on the performance of BNN Maluku Province employees. The level of work-life balance practiced by employees has an influence on increasing the performance of BNN Maluku Province office employees. The better the work-life balance practiced flexibly between employees' personal lives, such as relationships with family, hobbies, arts, education, and others, the better the work motivation will be for employees in carrying out the tasks assigned.

When associated with respondent characteristics based on age, respondents are dominated by the age group above 30 years, with details: ages 31-40 years as many as 15 people and >40 years as many as 18 people. This age group is generally in a complex life phase, where career demands and family responsibilities compete. They are required to be productive professionally while still being present in family roles. In these conditions, work-life balance becomes very important. When work-life balance is achieved, employees in this age range tend to be able to work more focused, with minimal stress, and produce higher performance. This is consistent with respondents' answers which were dominated by strongly agree responses, indicating that at age 30 years and above, employees have been able to balance work demands with personal life. In the education level characteristic, most respondents in this study have higher education, namely 25 undergraduate (S1) graduates and 3 master's (S2) graduates. A high level of education is usually followed by greater work expectations and more complex responsibilities. Employees with higher education backgrounds generally also have better awareness of the importance of time management and mental health. Therefore, when they perceive good work-life balance, they can actualize their potential optimally in work, thus having a direct impact on improving performance. This is consistent with respondents' answers which were dominated by strongly agree responses.

In terms of social status, as many as 32 respondents are married, indicating that the majority of employees have dual roles in professional and family life. Married employees tend to face greater pressure because they have to divide attention, time, and energy between work and family. If this balance is disturbed, performance can decline due to increased stress levels, emotional fatigue, or household conflicts. Conversely, if the organization is able to create policies and a work environment that supports work-life balance, married employees will be more motivated and loyal, thus being able to work optimally. Meanwhile, unmarried respondents (8 people) have greater time flexibility, but this does not mean they are free from pressure. They still need balance to maintain mental health and maintain work enthusiasm. This is consistent with respondents' answers which were dominated by strongly agree responses.

Furthermore, in terms of experience, most respondents have work experience above 10 years, namely 11 people with 10-15 years of experience and 13 people with more than 15 years of work experience. Employees with long experience usually already have a deep understanding of their duties and are able to manage work time more effectively. However, the increasing responsibility along with work experience often increases workload. In such situations, work-life balance becomes an important balancing factor so that employees do not experience burnout or lose motivation. Meanwhile, employees with 1-5 years of work experience (9 people) are still in the adaptation stage to the world of work and the formation of work patterns. If from the beginning they get a work environment that supports life balance, then healthy and productive work patterns will be formed in the long term. This is consistent with respondents' answers which were dominated by strongly agree responses.

Frame and Hartog in Rondonuwu *et al.* (2018) stated that work-life balance makes employees feel free to balance between work and other commitments such as family, hobbies, arts, travel, education, and so on, besides focusing on work. This shows that work-life balance can lead to healthy activities that will satisfy employees. The results of this study are supported by research

conducted by Rondonuwu *et al.* (2018), entitled "The Effect of Work-Life Balance on Employee Job Satisfaction at Sintesa Peninsula Hotel Manado." Their research results showed that work-life balance affects employee job satisfaction at Sintesa Peninsula Hotel Manado. The same thing was also done by Ardiansyah (2020), entitled "The Effect of Work-Life Balance on Employee Performance at PT. Bhinneka Life Indonesia Surabaya Branch." His research results showed that work-life balance affects employee job satisfaction at PT. Bhinneka Life Indonesia Surabaya Branch.

CONCLUSION

This study concludes that work-life balance has a significant positive impact on the performance of employees at the National Narcotics Board (BNN) of Maluku Province. The better the work-life balance perceived by employees, the higher their performance. Work-life balance was found to explain 60.5% of the variance in employee performance. These findings confirm the hypothesis and are consistent with previous research, underscoring the importance of work-life balance as a key driver of employee effectiveness.

Based on these findings, it is recommended that the management of BNN Maluku Province develop and implement policies and programs that actively support work-life balance. These may include flexible working arrangements, family-friendly policies, wellness programs, and initiatives that help employees manage their multiple roles effectively. By doing so, the organization can enhance employee well-being, motivation, and commitment, leading to sustained high performance and organizational success. Future research is encouraged to explore other potential variables influencing employee performance, such as motivation, compensation, and job satisfaction, to provide a more comprehensive understanding.

ACKNOWLEDGMENTS

We would like to express our deepest gratitude to the Rector of Universitas Darussalam Ambon for the institutional funding support provided for this research. Our special thanks go to the Head of BNN Maluku and all staff members who assisted us throughout the research process. We also wish to extend our sincere appreciation to all members of the research team involved. May God reward them with all that is good.

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