



THE EFFECT OF WORK LIFE BALANCE AND WORK ENVIRONMENT ON THE PERFORMANCE OF TASIKMALAYA RELIGIOUS COURT EMPLOYEES

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Abstract. The objectives of this research were to determine and analyze work-life balance, work environment, and employee performance at the Tasikmalaya Religious Court, as well as the influence of work-life balance and work environment on employee performance at the Tasikmalaya Religious Court. The research method used in this study was the survey method, while the type of data used in this study was primary data. This study involved 46 employees at the Tasikmalaya Religious Court, with a sampling technique using the saturated sample method or census. The data analysis technique used was path analysis. The results of the study explain that work-life balance, work environment, and employee performance at the Tasikmalaya Religious Court are included in the good category. The results of the study also prove that work-life balance and work environment have an effect on employee performance at the Tasikmalaya Religious Court.

Keywords: Work Life Balance; Work Environment; Employee Performance.

1. Introduction

Human resources are a key factor in determining organizational success. Every institution is required to have competent and motivated employees who can optimally contribute to achieving its goals (Risman & Sarumaha, 2021). Employee performance is a key indicator of organizational effectiveness because it reflects an individual's abilities, skills, and attitudes in carrying out their duties. This also applies to the Tasikmalaya City Religious Court, which must maintain professionalism and the quality of public services in the field of law and justice.

However, working conditions at this institution still face challenges, such as high workloads, lack of time flexibility, and suboptimal communication. An uncondusive non-physical work environment can cause stress, reduce focus, and negatively impact employee performance (Khateeb, 2021). Previous research (Ulfah Rahmawati, 2024; Andi Jurdiana Ahmad et al., 2022; Fadillah et al., 2023) has shown that work-life balance and the work environment have a positive effect on performance, but most of this research was conducted in the private sector.

Most previous research examining work-life balance and the work environment in commercial companies focuses on physical aspects. Research in the public sector, particularly in high-pressure judicial institutions, is rare. Yet, non-physical work environments, such as employee relationships, leadership support, and psychological climate, significantly influence employee performance. The novelty of this research lies in the simultaneous analysis of work-life balance and the non-physical work environment on employee performance in Religious Courts. The focus on judicial institutions provides a new contribution to the literature on public sector human resource management, which has previously received little attention.

This research is crucial for identifying strategies to improve judicial employee performance through managing work-life balance and creating a healthy work

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environment. The results are expected to provide a basis for policymakers in designing programs to improve employee welfare and productivity in government institutions.

Based on this research background, the following issues were identified:

1. What is the work-life balance like for employees at the Tasikmalaya Religious Court?
2. What is the work environment like for employees at the Tasikmalaya Religious Court?
3. What is the performance like for employees at the Tasikmalaya Religious Court?
4. How do work-life balance and the work environment affect the performance of employees at the Tasikmalaya Religious Court?

The aim of the research conducted by the author is to find out and analyze:

1. Work-Life Balance among Employees at the Tasikmalaya Religious Court.
2. Work Environment among Employees at the Tasikmalaya Religious Court.
3. Performance among Employees at the Tasikmalaya Religious Court.
4. Work-Life Balance and Work Environment on Performance among Employees at the Tasikmalaya Religious Court.

2. Literature Review

2.1 Work Life Balance

Organizations can implement a work-life balance system to ensure employee satisfaction by balancing personal and professional life (Lestari et al., 2020). Work-life balance is defined as a way to minimize conflict through satisfaction and function achieved at work and at home.

A person's ability to maintain a balance between personal needs, work, and family is known as work-life balance (Indrian et al., 2023). Work-life balance can be measured using several indicators, such as time balance, satisfaction balance, and involvement balance (Saring, 2022: 36). If employees can find a balance between work and personal life, it can benefit the organization. Employees with a balance between personal and work life tend to be happy and committed. Previous studies have shown that work-life balance has a positive impact on employee performance and job satisfaction (Masrul, 2023).

2.2 Work environment

The existence of a safe and conducive work environment is also a crucial factor. A stable and supportive work environment plays a role in increasing employee performance effectiveness. The environment encompasses everything that influences individuals, including individuals and institutions (Harefa, 2020). Therefore, attention to work environment factors is essential.

For employees of the Tasikmalaya City Religious Court, creating a healthy work environment is a key pillar in supporting a productive and harmonious work atmosphere. The non-physical work environment has several indicators, such as relationships between colleagues, relationships between superiors and subordinates, and the level of cooperation among employees (Sihaloho & Siregar, 2019). When the work environment is conducive, employees will feel safer and more comfortable, thereby increasing productivity and performance (Heruwanto et al., 2019; Sujati, 2021).

2.3 Employee Performance

Performance can be defined as the process or results achieved by employees in carrying out their duties, encompassing both quantity and quality, with clear stages and improving performance (Umar & Norawati, 2022). Quantity and quality of work results, level of discipline, initiative, efficiency in completing tasks, accuracy, leadership skills, creativity, and honesty are some measures of performance (Adi et al., 2019).

3. Method

This study employed a quantitative research method with a survey approach to analyze the influence of work-life balance and work environment on employee performance at the Tasikmalaya Religious Court. The population of this study consisted of 46 employees, and due to the limited number of personnel, the census (saturated sampling) technique was applied, meaning that all employees were included as respondents. Data were collected using a closed-ended questionnaire based on a five-point Likert scale and complemented by interviews and documentation techniques. The research variables included work-life balance (X1), work environment (X2), and employee performance (Y).

The collected data were analyzed using path analysis to determine both the direct and indirect effects between variables. The analysis also included descriptive statistics to describe each variable and inferential analysis to test hypotheses. Instrument validity and reliability were examined using SPSS 29.0 for Windows, while the path analysis was used to estimate the causal relationships among variables.

4. Result

Work Life Balance, Work Environment and Performance of Religious Court Employees in Tasikmalaya City

Based on the results of research using a questionnaire on Work Life Balance, Work Environment and Performance of Religious Court Employees in Tasikmalaya City which has been tested for validity and reliability, the following results were obtained.

Table 1. Data Recapitulation and Classification Work Life Balance of Religious Court Employees in Tasikmalaya City

No.	Statements	Score Target	Score Summary	Criteria
1	Employees feel they enjoy the quality of togetherness with their families.	230	175	Good
2	Get together with colleagues or colleagues at certain times	230	165	Good
3	Employees are involved in important decisions in the organization	230	187	Good
4	Employees are involved in various family matters	230	179	Good
5	Employees feel comfortable doing their current job	230	181	Good
6	Employees feel satisfied when working	230	184	Good
Total			1.071	Good

Source: Data processed (2025)

Based on the research results, the Work-Life Balance of 46 employees at the Tasikmalaya City Religious Court were categorized as good. Therefore, it can be concluded that the Tasikmalaya City Religious Court employees have a good work-life balance through time balance, involvement balance, and satisfaction balance.

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Table 2. Data Recapitulation and Classification Work Environment of Religious Court Employees in Tasikmalaya City

No.	Statements	Score Target	Score Summary	Criteria
1	My workspace at the Religious Court is clean, organized, and comfortable to use during daily tasks.	230	185	Good
2	I feel mentally comfortable and secure when carrying out my duties at the Religious Court.	230	175	Good
3	My colleagues maintain good communication and cooperation during work activities.	230	187	Good
4	My supervisor provides clear directions when I need guidance on job tasks.	230	189	Good
5	The overall work environment helps me stay focused on completing my duties.	230	191	Good
Total			927	Good

Source: Data processed (2025)

Based on the research results, the Work Environment of 46 employees at the Tasikmalaya City Religious Court was categorized as good. From these responses, it can be concluded that, in general, the Work Environment is good, reflected in relationships with colleagues, relationships between superiors and subordinates, and teamwork.

Table 3. Data Recapitulation and Classification Performance of Religious Court Employees in Tasikmalaya City

No.	Statements	Score Target	Score Summary	Criteria
1	The work is carried out carefully so that the work results are of high quality.	230	186	Good
2	Employees try to show good performance	230	220	Very Good
3	Work results can be completed according to the specified quantity	230	178	Good
4	The employee has exceeded the specified working hours	230	171	Good
5	Employees are able to complete work on time	230	182	Good
6	Employees provide fast service to the public	230	163	Good
7	<i>Team work in the organization runs effectively</i>	230	187	Good
8	Employees are able to serve the public in accordance with established service standards.	230	178	Good
9	Employees provide initiatives in efforts to solve problems and their solutions.	230	187	Good
10	Employees as individuals have high integrity towards the progress of the organization	230	194	Good
Total			1846	Good

Source: Data processed, (2025)

Based on the research results, the Performance of 46 employees at the Tasikmalaya City Religious Court was categorized as good. From these responses, it can be concluded that, in general, the Work Environment is good, reflected in relationships with colleagues, relationships between superiors and subordinates, and teamwork.

The Influence of Work Life Balance (WLB) and Work Environment on Employee Performance at the Religious Court of Tasikmalaya City

To determine the influence of Work-Life Balance (WLB) and the work environment on employee performance at the Tasikmalaya City Religious Court, path

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analysis was used. Data processing was performed using SPSS V.26, with the following results:

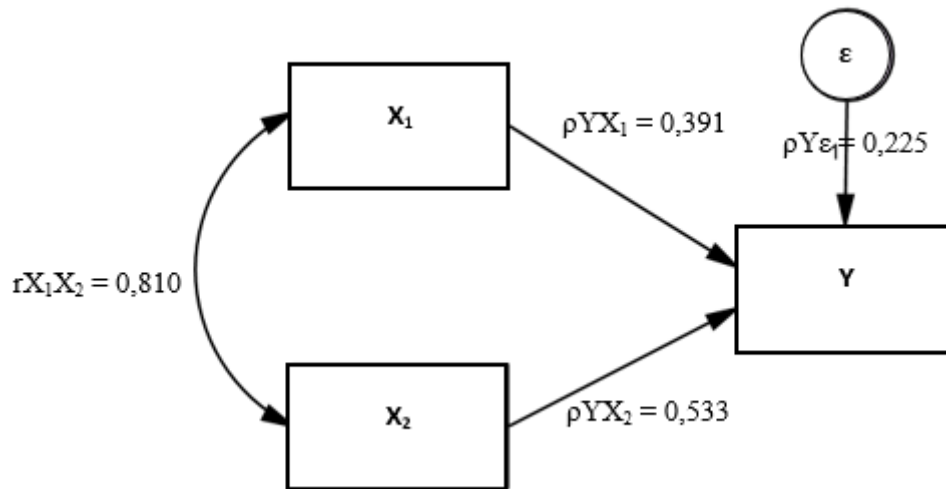


Figure 1. Path Diagram of the Relationship Among X₁, X₂, and Y

Figure 1 shows that the correlation between work-life balance (X₁) and work environment (X₂) is 0.810, indicating a strong positive relationship. The path coefficient between work-life balance (X₁) and employee performance (Y) is 0.391, indicating that the better the work-life balance, the higher the employee performance. Meanwhile, the path coefficient of work environment (X₂) on employee performance (Y) is 0.533, which means that a good work environment also improves performance. The residual value (ε) of 0.225 indicates that there are other factors outside the research variables that also influence employee performance. Next, the direct, indirect, and total effects between variables are calculated to determine the overall contribution to employee performance.

Table 4. The influence of X₁ and X₂ on Y

Variable	Direct and Indirect Influence	Influence
X ₁ to Y		
Direct Effect	$(\rho_{YX_1})^2 = (0,391)^2$	0,153
Indirect Effect X ₂	$= \rho_{YX_1} \times r_{X_2X_1} \times \rho_{YX_2} = 0,391 \times 0,810 \times 0,533$	0,169
Total influence of X ₁ on Y		0,322
Direct Effect	$(\rho_{YX_2})^2 = (0,533)^2$	0,284
Indirect Effect X ₁	$\rho_{YX_2} \times r_{X_2X_1} \times \rho_{YX_1} = 0,533 \times 0,810 \times 0,391$	0,169
Total Influence of X ₂ on Y		0,453
Total Influence of X₁ and X₂ on Y		0,775
Total Influence of Other Variables on Y		0,225

Source: Processed data, 2025

Based on data analysis using SPSS version 26.0, the effect of work-life balance (X₁) on employee performance (Y) at the Tasikmalaya City Religious Court showed a path coefficient of 0.391, with a direct effect of 15.3%, an indirect effect through the work environment of 16.9%, and a total effect of 32.2%. This indicates that work-life balance has a positive and significant effect on employee performance. The better the balance between work and personal life, the higher the performance demonstrated in carrying out tasks. This finding aligns with Greenhaus and Allen (2011), who stated that work-life balance creates satisfaction and reduces role conflict. These results are also supported by research by Handayani (2020) and Nugraha and Pramudiana (2021), who found that

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work-personal balance increases motivation, discipline, and work effectiveness. Thus, work-life balance is a crucial factor in improving employee performance, particularly in public service institutions such as the Tasikmalaya City Religious Court.

Based on data analysis using SPSS version 26.0, the influence of the work environment (X_2) on employee performance (Y) at the Tasikmalaya City Religious Court showed a path coefficient of 0.533, with a direct effect of 28.4%, an indirect effect through work-life balance of 16.9%, and a total effect of 45.3%. These results indicate that the work environment has a positive and significant effect on employee performance. The more conducive the work environment, both physically and non-physically, the higher the employee performance. A supportive environment, through adequate facilities, effective communication, harmonious relationships, and good teamwork, can increase motivation and productivity. This finding aligns with Sedarmayanti (2017), who stated that a good work environment creates a sense of security and comfort, thereby increasing work enthusiasm. Research by Utami (2020) and Sari and Wibowo (2021) also supports these findings, stating that a well-organized work environment positively influences employee effectiveness and work quality. Thus, the results of this study confirm that the work environment is an important factor in improving employee performance, especially in supporting professionalism and the quality of public services at the Religious Court of Tasikmalaya City.

Based on calculations using SPSS version 26.0, the coefficient of determination (R^2) was 0.775, or 77.5%. This indicates that the variables Work-Life Balance (X_1) and work environment (X_2) jointly influence employee performance (Y) at the Tasikmalaya City Religious Court by 77.5%. Other factors such as discipline, culture, and work commitment contribute to the remaining 22.5%. This demonstrates that work-life balance and the work environment play a significant role in improving employee performance. Employees who maintain a balance between their personal and work lives and work in a conducive environment tend to be more productive, disciplined, and focused in carrying out their duties. This finding aligns with Robbins and Judge (2017), who stated that individual factors (work-life balance) and situational factors (work environment) directly influence performance. Previous research by Handayani (2020) and Sari and Wibowo (2021) also supports these findings, stating that a good work-life balance can improve employee motivation, effectiveness, and performance. Thus, the combination of a maintained work-life balance and a positive work environment have been shown to foster optimal performance within the Tasikmalaya City Religious Court.

Future research could expand the scope of the study to other institutions to increase the generalizability of the findings and employ a longitudinal or mixed-methods approach for more in-depth observations of changes in work-life balance, work environment, and performance. Future researchers are also advised to include other variables such as job satisfaction, organizational commitment, workload, or leadership style as mediators or moderators, and to use objective performance measures to minimize data bias. Furthermore, it is also necessary to examine the influence of digitalization and flexible work systems on work-life balance and employee performance in the public sector.

Recommendations for the Tasikmalaya Religious Court include strengthening work-life balance programs through workload management, flexible working hours, and stress management training. The work environment needs to be improved both physically and psychologically through adequate facilities, effective communication, and optimal support. The institution is also advised to provide self-development training, encourage a

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supportive leadership style, and implement a clear and ongoing performance evaluation system. Furthermore, building an organizational culture that values well-being and work-life balance is expected to continuously improve employee motivation and performance.

5. Conclusion

This study demonstrates that work-life balance and the work environment have a significant influence on employee performance at the Tasikmalaya Religious Court, both directly and indirectly. Employees who successfully manage balance between professional and personal responsibilities tend to exhibit higher levels of concentration, motivation, and task completion. Likewise, a conducive work environment, comprising physical comfort, interpersonal relationships, effective communication, teamwork, and psychological well-being, plays an essential role in enhancing performance.

Furthermore, the findings reveal that a supportive work environment acts as an organizational strengthening factor, reinforcing the positive effect of work-life balance on employee performance. Employees who experience harmony in their lives and receive adequate workplace support are more likely to maintain discipline, stay motivated, and achieve optimal performance outcomes.

Practically, this study confirms that improving employee performance in public institutions is not sufficient through supervision and structural control alone; it also requires attention to the psychological and social aspects of employees. Creating a healthy work-life balance and a positive work environment can enhance employee engagement, reduce stress, and ultimately improve organizational productivity and service quality. Therefore, strengthening human resource management policies that focus on employee well-being and workplace harmony will contribute to the sustainable improvement of performance and professionalism within the Tasikmalaya Religious Court.

Research Limitations

1. **Limited Research Setting**
The study was conducted only at the Tasikmalaya Religious Court, making the findings less generalizable to other institutions with different organizational cultures and work systems.
2. **Cross-Sectional Design**
Data were collected at a single point in time, which limits the ability to capture dynamic changes in employee performance, work-life balance, or work environment over time.
3. **Self-Reported Data Bias**
The research relied on questionnaire responses, which may be subject to social desirability bias and may not fully reflect actual behavior or performance evaluations.
4. **Unobserved Variables**
Other potential influencing factors, such as leadership style, psychological capital, job satisfaction, or workload intensity, were not included and may contribute to employee performance outcomes.

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