

OPTIMIZING EMPLOYEE PERFORMANCE: THE IMPACT OF TRAINING AND DEVELOPMENT, WORK-LIFE BALANCE, AND WORKPLACE HAPPINESS

Rini Juni Astuti *1

Universitas Muhammadiyah Yogyakarta
Email: rinijuniastuti@umy.ac.id

Fika Amanda Febrianti

Universitas Muhammadiyah Yogyakarta
E-mail: fika.amanda.fe20@mail.umy.ac.id

Abstract

Human resources are important and primary in every company, because if the company experiences an increase it is based on competent human resources. Strategic human resource management (HRM) must allow adaptation of HRM practices, namely knowledge and behavior in employees based on organizational needs. In this study, there is a phenomenon that employees work suboptimally and feel unable to complete their performance which results in decreased performance. In addition, the results of inconsistencies in previous studies, which examined employee performance. Thus, this study contributes to analyzing the influence of training and development, work life balance, and happiness at work on employee performance. Multiple linear regression analysis to test the proposed hypothesis, the number of data used was 130 employees in peanuts manufacturing in Pati, Central Java, Indonesia. The findings show that employee performance is affected by training and development, work-life balance, and happiness at work. Employees feel that these programs not only help improve their performance but also increase their satisfaction, pride, and motivation to work more effectively. Therefore, organizations need to continue to strengthen these programs in order to improve overall employee performance.

Keywords: *training and development, work life balance, and happiness at work, employee performance.*

INTRODUCTION

Human resources are important and primary in every company. The need for companies to have competent human resources is to increase the value of the company. Human resource management must encourage the development of dynamic organizational capabilities that will later produce an appropriate response to the needs of the organization's strategy (Ordóñez de Pablos & Lytras, 2008; Pillai & Srivastava, 2024). The survey results show the results of a survey at the Dua Kelinci Company which states that there is a phenomenon that not all employees have basic skills in the production section. The company has a work shift system resulting in employees who have not been able to maintain a balance of time in personal life and work, this has an impact on employees who work less than optimally and feel unable to complete the performance which results in decreased performance.

Employee performance is described as the ability of employees to meet the requirements in the job, so that tasks can be completed according to the specified time. The results obtained are expected to have good quality and in accordance with the vision and mission of the organization. So that the employee gets good quality results (Arya & Dharmayanti, 2018; Ravina-Ripoll, Galvan-Vela, Sorzano-Rodríguez, & Ruíz-Corrales, 2023). Performance achievement is obtained or can be measured by setting achievements based on assessment standards set by the company (Daulay, Kurnia, & Maulana, 2019). Employee performance refers to the activities that employees have carried out effectively and efficiently. Performance can be measured by managers through different procedures (Saleem, Bhutta, Nauman, & Zahra, 2019). Employees are the most valuable assets in an organization, for the reason that only employees are able to make or break the reputation of an organization (Sendawula, Nakyejwe Kimuli, Bananuka, & Najjemba Muganga, 2018). Employees are also one of the organizational factors, because employees can help an organization to achieve a goal. This factor is influenced by the knowledge of employees so that the company needs to provide employee training, another factor is the balance of life between work and responsibilities. Another thing that is a factor in increasing performance is happiness at work.

Some organizations use training and development to maintain a competitive advantage. In the evaluation of knowledge improvement, each participant is given a presentation to determine their level of knowledge (Busono, 2016). Training development is not only an individual need but also a need for organizations or companies (Sandora & Prayitno, 2023). Training and Development is the most important part in trying this opportunity. This activity is designed to provide special skills, abilities and knowledge to employees (Khatri, 2000; Abogsesa & Kaushik, 2017). The Company's efforts to improve current and future employee performance by providing training to its employees. Employees gain new knowledge and improve existing skills (Abogsesa & Kaushik, 2017). The skills acquired by employees can be implemented in their work (Tahir, Yousafzai, Yousafzai, Jan, & Hashim, 2014). Optimal performance, employees will get an opportunity to get a better career level. Overall Training and Development has an important influence on the organization where skilled, productive and involved employees and improvements can increase competitiveness for the entire organization and the overall reputation of the organization (Syahputra & Tanjung, 2020).

The next factor in improving employee performance is work life balance. Work Life Balance is defined as an individual's ability to fulfill work commitments and other responsibilities such as non-work activities or called personal life (Delecta, 2011). This is an individual's belief in the balance between employee work in an organization and the life achieved by each individual, so that the individual is able to manage effectively with various responsibilities in the workplace, especially in an organization (Padmini, 2017). The impact is that employees can work professionally and personally. This allows employees to remain committed to their work by maintaining relationships and activities outside of work (Manggaharti & Noviati, 2019; Meli Noviani, 2021). Overall Work Life Balance has a positive and sustainable impact on the organization, namely in terms of performance and employee satisfaction (Padmini, 2017; Wiyarta, Susita, & Wahyu H, 2023).

Happiness at Work is when employees feel happy while working, which is characterized by positive emotions with self-confidence to achieve goals in the organization (Bestari & Prasetyo, 2019). Employee performance is also influenced by Happiness at Work where an organization is also important to provide happiness in working. Happiness at work makes employees feel happy at work and is also a major factor that causes recognition if the company is the best (Adnan Bataineh, 2019). Giving happiness to employees also seems to have to have a high level of motivation and show again involvement in work and organization and great readiness to achieve expectations on organizational growth (Joo & Lee, 2017). According to Pryce-Jones & Lindsay (2014) shows that happy employees are twice as productive, more energetic, and have the intention to stay longer in an organization compared to employees who are not happy in their workplace (Agustien & Soeling, 2020). By creating a supportive work environment for Happiness at work, organizations can achieve various benefits that contribute to long-term success (Tuwo, 2024) both for employee performance and company growth (Joo & Lee, 2017).

RESEARCH METHOD

Participate data collection

This research approach uses quantitative methods. This research was conducted at employees peanuts manufacturing in Pati, Central Java, Indonesia. The sampling technique used a nonprobability sampling technique with a census sampling method which means that all members of the population were used as research samples. The sample criteria in this study were production employees working at peanuts manufacture in Pati, Central Java for at least 1 year. The data used are primary data, to obtain data using a questionnaire that is distributed online.

Measurement

Identification of research variables and measurement of research variables by adopting from previous research variables. In this study there are 4 variables including training and development was measured by the training and development indicators by Khatri (2000), work life balance was determined by the work life balance indicators by McDonald et al. (2005), happiness at work was measured by the happiness at work indicators by Ramirez-Garcia et al. (2019). Meanwhile, employee performance was measured by the employee performance indicators by Shan et al. (2015). In the research questionnaire, it is measured using a Likert scale of 1 to 5 to measure how strong the subject is in agreeing to a question. Scale 1 (strongly disagree), scale 2 (disagree), scale 3 (neutral), scale 4 (agree), and scale 5 (strongly agree).

Data analysis

The analysis technique used in this study is multiple linear regression analysis. This analysis is used to analyze the causal relationship of independent variables to dependent variables (Ghozali, 2018). R-square is used to measure how far the ability of the independent variable (X) is able to explain the dependent variable (Y). The software used in this study is SPSS version 25.

RESULT AND DISCUSSION

Results

Respondents overview

The respondents of this study were 130 production employees working at peanuts manufacturing in Pati, Central Java. The results of the questionnaire distribution showed that female respondents were more dominant at 98% compared to male respondents. Respondents who had a high school/vocational high school education were more dominant at 60% than respondents who had a junior high school education. Based on the length of service, there were 116 employees with a percentage of 89% working for 1-5 years, 13 respondents with a percentage of 10% working for 6-10 years and 1 respondent with a percentage of 1% working for more than 10 years. And the age of employees working at peanuts manufacturing in Pati, Central Java 93% were 23-30 years old. These results are shown in table 5.

Table 5. Research Respondent Data

Information	Amount	Presentation
Gender		
Man	3	2%
Woman	127	98%
Last education		
Junior High School	52	40%
High School/Vocational School	127	60%
Length of work		
1-5 years	116	89%
6-10 years	13	10%
>10 years	1	1%
Age		
23-30 years	121	93%
31-35 years	6	5%
36-40 years	3	2%

Instrument Quality

Instrument quality testing is carried out to determine whether the measuring instrument that has been prepared can be used to measure what is to be measured accurately. The instrument quality test was conducted using the SPSS version 25 application, this test was conducted with 20 lists of statements representing each variable indicator. In the validity test above, it is known that it is significant because all statement indicators are smaller than 0.05 (Ghozali, 2018). The results are in accordance with the significant value that has been determined, namely 0.05, which means that all statements are valid (table 6). The reliability of the instrument describes the stability and equality of the measuring instrument used. The results of the reliability test can be said to be reliable if they have a Cronbach's alpha value of > 0.6 (Ghozali, 2018). Table 6 shows all reliable statements.

Table 6. Validity Test Results

Variables	Item	Sig	Cronbach's Alpha
Training and Development	Level of time adequacy to be with family after work intervals	0.000	0.706
	The level of time sufficiency to handle all tasks assigned to me	0.000	
	The level of sense of belonging to work as part of personal life	0.000	
	Level of completing work that is beneficial to work and family	0.000	
	The level of doing the best possible job because the results obtained are for family needs	0.000	
Work Life Balance	Level of time adequacy to be with family after work intervals	0.000	0.822
	The level of time sufficiency to handle all tasks assigned to me	0.000	
	The level of sense of belonging to work as part of personal life	0.000	
	Level of completing work that is beneficial to work and family	0.000	
	The level of doing the best possible job because the results obtained are for family needs	0.000	
Happiness at Work	At work I receive fair compensation	0.000	0.872
	The tasks in my company are well designed.	0.000	
	I love my job	0.000	
	I have professional stability	0.000	

Variables	Item	Sig	Cronbach's Alpha
	I enjoy and do my job well	0.000	
Employee Performance	I am very effective in contributing to my company's performance.	0.000	0.756
	I sometimes work harder than I should because I enjoy doing a good job.	0.000	
	I feel unhappy when my work is not up to my usual standards.	0.000	
	I often try to think of ways to do my job more effectively.	0.000	
	I feel a sense of pride and satisfaction when I do a good job.	0.000	

Hypothesis testing

Multiple linear analysis undergoes regression where the dependent variable (Y) is related to more than one independent variable (X). Regression analysis is used to find the dependence of the value of one variable used to draw conclusions about the influence of the independent variable on the dependent variable. Based on the table of the results of processing t-test data using SPSS version 25, it was found that all independent variables consisting of Training and Development, Work Life Balance, and Happiness at Work have a significant influence on the dependent variable Employee Performance. These results are shown in Table 7.

Table 7. Multiple Linear Regression

Coefficient				
Model		Beta	t	Sig.
1	(Constant)		3,600	0.003
	Training and Development	0.166	3.833	0.003
	Work Life Balance	0.343	4.226	0.000
	Happiness at Work	0.474	6.231	0.000
Dependent variable: Employee performance				

Based on table 7, it states that the significant value of the Training and Development variable on Employee Performance is 0.003. Work Life Balance on Employee Performance is 0.000. The significant value of the Happiness at Work variable is 0.000. These results indicate that the significance value is less than 0.05 (Ghozali, 2018), which means that Training and Development has a positive and significant effect on Employee

Performance, Work Life Balance has a positive and significant effect on Employee Performance, and Happiness at Work has a positive and significant effect on Employee Performance.

Discussion

Employees at peanuts manufacturing in Pati, Central java, Indonesia have training and Development activities. Employees at peanuts manufacturing in Pati, Central java, Indonesia in this Training and Development feel that the organization needs to carry out programs such as organizations carrying out extensive training and development programs for employees, training and development provided by the organization is easy to understand and has a clear direction, and training and development programs that will be received from the organization are very effective. So that the Training and Development variable is very effective in contributing to employee performance, feeling pride and satisfaction when doing a good job (Abogsesa & Kaushik, 2017), and employees often try to think of ways to do their jobs more effectively (Syahputra & Tanjung, 2020). The results of this study are in line with the results of Abogsesa & Kaushik (2017) and Tahir et al., (2014) which state that there is a positive and significant influence between Training and Development on Employee Performance. From optimal performance, employees will get the opportunity to follow a better career path than before. This shows that effective training helps improve employee skills and knowledge, which contributes to increased productivity and work efficiency (Busono, 2016). Other studies also state that Training and Development has a positive and significant effect on Employee Performance (Karim, 2019; Abogsesa & Kaushik, 2017). According to research Areros & S.Pangeman (2018) also states that there is a positive and significant influence of Training and Development on Employee Performance.

Employees at peanuts manufacturing in Pati, Central java, Indonesia feel that the organization needs to implement a Work Life Balance program such as doing the best possible work because the results obtained are for family needs, the level of adequacy of time to handle all tasks given to employees, the level of sense of belonging to work as part of personal life. Thus, the Work Life Balance variable is very effective in contributing to performance, feeling pride and satisfaction when I do a good job (McDonald et al., 2005; Wahyudi, Masydzulhak Djamil, Ahmad Badawi saluy, Novawiguna Kemalasari, & Abdul Bari, 2022), and often trying to think of ways to do the job more effectively. The Work Life balance applied to the company is expected to increase Employee Performance so that it can create work enthusiasm for employees in completing tasks and obligations for the company. Therefore, Work Life Balance affects Employee Performance, because the more Work Life Balance increases in individuals, the more their performance will increase (Mardiani & Widiyanto, 2021). From an organizational and individual perspective, Work Life Balance has become very

important since the last decade. Work Life Balance is undeniable because it has been proven to be the main factor that currently contributes to employee productivity which currently has a positive influence on performance in an organization (Semlali & Hassi, 2016; Padmini, 2017). This study is in line with the results conducted by (Badrianto & Ekhsan, 2021) which states that there is a positive and significant influence between Work Life Balance and Employee Performance. In addition, (Perera & L.Wijewardene, 2021) found that Work Life Balance has a positive and significant effect on Employee Performance.

Happiness at Work of employees at peanuts manufacturing in Pati, Central java, Indonesia has an influence on employee performance. The higher the Happiness at work, the higher the Employee Performance. PT.Dua Kelinci employees have Happiness at Work. Peanuts manufacturing employees in Happiness at Work feel that the organization needs to implement programs in the workplace where employees receive fair rewards, employees like their jobs, and the tasks given by the company are well designed. So that the Happiness at Work variable is very effective in contributing to company performance (Bestari & Prasetyo, 2019), feeling pride and satisfaction when doing a good job (Joo & Lee, 2017), and often trying to think of ways to do the job more effectively. Happiness at Work is an individual's way of thinking to be able to carry out activities even though they are delayed by challenges or difficulties or challenges while working so that the performance achieved increases. Happiness at Work affects employee performance because it means that increasing Happiness at Work can affect employee performance (Joo & Lee, 2017; Sumakud et al., 2021). The results of this study are in line with the results of (Aminingsih & Widyantoro, 2022) which state that there is a positive and significant influence of Happiness at Work on Employee Performance. Another study according to (Adnan Bataineh, 2019; Pryce-Jones & Lindsay, 2014) stated that there is a positive and significant influence of Happiness at Work on Employee Performance.

CONCLUSION

This study shows three variables that affect employee performance, namely training and development, work-life balance, and happiness at work. Clear and effective training and development programs improve employee performance, pride, and satisfaction, and encourage them to work more productively. In addition, Work Life Balance contributes to employees' ability to manage tasks well, which in turn improves their morale and performance. Happiness at Work motivates employees to enjoy their work more, which leads to improved performance. Overall, focusing on these three aspects can improve individual and organizational productivity.

Based on the above conclusions, companies should develop more extensive and structured training programs and ensure that training materials are easy to understand and applicable to improve employee performance and provide a good work-life balance

for employees. Companies also need to create a work environment that supports employee happiness, such as providing fair rewards, designing tasks well, and creating a positive work atmosphere, to motivate employees to be more productive and feel appreciated.

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