



management related to human resource management, where the company's mission and employees can succeed in an active way. In the current era of globalization, every company is required to have good management. Good company management can certainly increase the effectiveness of the company. The effectiveness of a company can be achieved properly so that it is able to compete with other companies.

Human resources as the main asset in driving a company or organization, in its mission the company is required to develop the quality of its human resources so that it can remain competitive with other competitors plus technological developments that have a very big influence in the changing times today. A company can also create a sense of satisfaction in work for its employees in order to improve the optimal quality of service. This job satisfaction can be observed in two parts. For employees, this job satisfaction wants to bring up exciting feelings while working, on the other hand, for companies, this job satisfaction wants to increase production power and increase employee actions and attitudes when providing quality services (Kariati & Arsawan, 2015). (Haryanto, Fathoni, & Minarsih, 2018) report that employees want to leave the company if they are dissatisfied with the climate and characteristics of their work.

To protect the job satisfaction of an employee who is required to achieve company goals, generally today many companies practice work-life balance programs. For Frame and Hartog (Ganapathi, 2016) work-life balance means that employees can freely use flexible activity hours. To equate the profession with other commitments such as family, hobbies, art, research and not only focus on the profession.

In relation to efforts to increase job satisfaction, currently, many industries are starting to practice work-life balance programs. This program is important because companies know that employees not only experience positions and problems at work but also outside their profession. (Haryanto et al., 2018) reported work-life balance as a grand design that links the right prioritization between profession (career and determination) in one part and life (cheerfulness, leisure duration, family, and spiritual progress) in the other.

One important role that must be emphasized by a company to achieve its goals is to create a work environment both internal and external work environment. The work environment is one of the most important components in employees completing their work. Here what is meant by the work environment is everything that is around the workers who can influence them in carrying out the tasks assigned. A supportive work environment and supportive colleagues will bring employees to work optimally (Nugraheni, 2009). There are two kinds of work environments, namely the internal work environment and the external work environment. According to Wibowo (2007), the internal work environment is the components that exist within the organization or company. According to Wibowo (2007), the external environment is the components that exist outside the organization or company. According to Mangkunegara (2014) what is meant by performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Employees can maximize their performance with the support of an appropriate work environment.

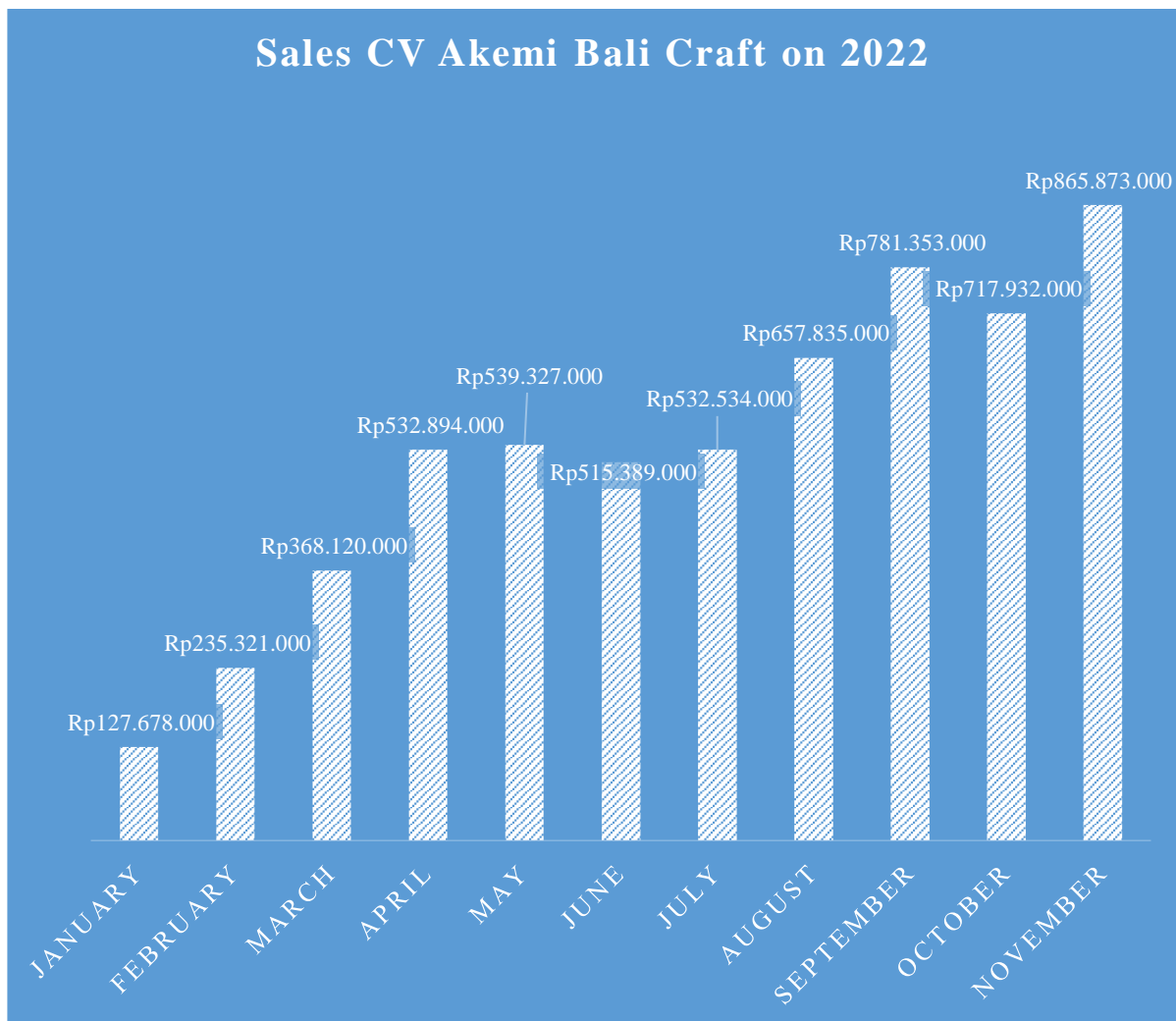
CV Akemi Bali Craft is a company or industry that produces handicrafts and household items made of wood. Its address is in Beneng Village, Getakan, Baanjarangkan District, Klungkung, Bali. The majority of production results are exported abroad such as Japan. The products are in the form of wooden spoons and forks that are used for eating purposes. CV Akemi Bali Craft has a large enough factory that is capable of producing hundreds of wooden spoons and forks every day to meet the needs of the export market. To support these industrial activities, it certainly requires employees who must be painstaking so that production activities can run as they should.

**TABLE 1. Employee Data of CV Akemi Bali Craft**

No	Division	Amount Staff
1	Operational Manager	1
2	Human Resource and Admin	2
3	Accounting	4
4	Marketing	4
5	Sales	13
6	Production	47
7	Purchasing	1
8	Customer Service	3
9	Courier	14
10	Supply Chain	17
11	Inventory Control	7
	<b>Total</b>	<b>113</b>

Based on sales data in the second half of 2022, yesterday recorded a fairly high level of sales compared to the previous period. This is because yesterday's post-pandemic export policies have started to relax. Of course, this is

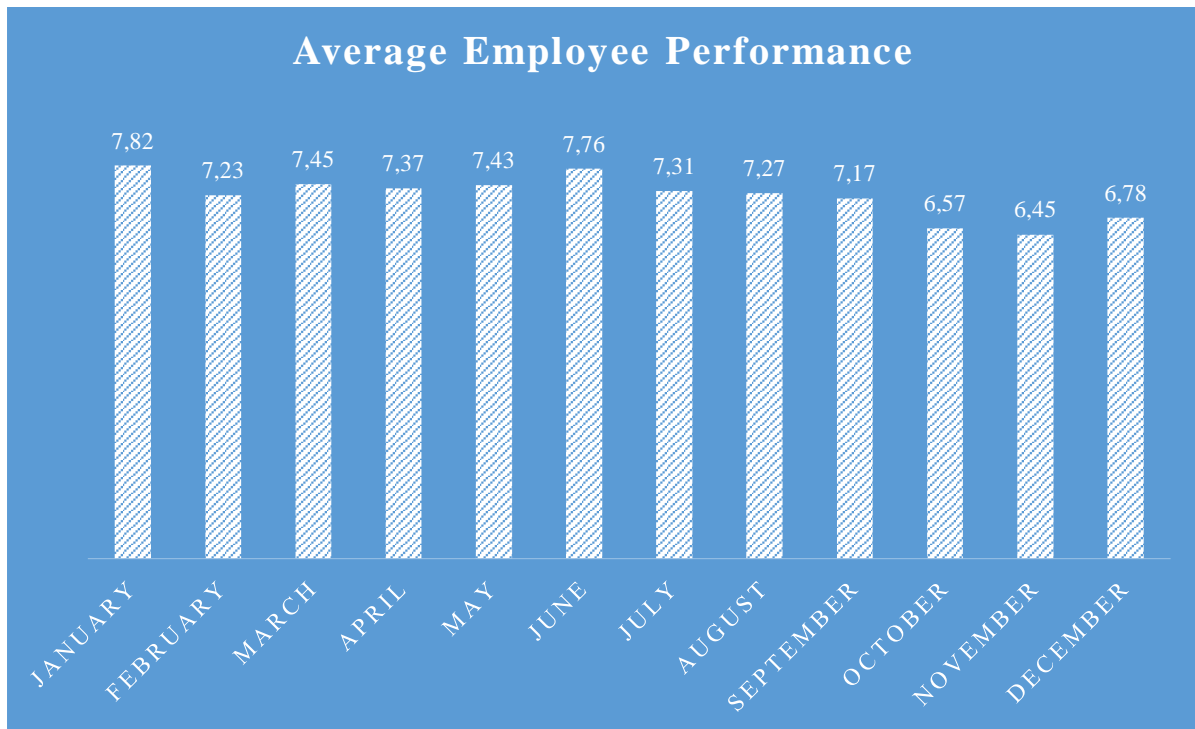
a positive thing for CV Akemi Bali Craft after during the pandemic yesterday its sales dropped quite a bit.



**FIGURE 1. Data Finance Sales Report of CV Akemi Bali Craft 2022**

When viewed from the nominal above, of course, there has been a significant increase in turnover in the last 6 months. However, to achieve this turnover value, there are employees who must pursue targets to complete production targets. This is because, after the many minuses in the previous COVID period, management decided to boost production when the export market had started to open. As a result, many employees must work overtime to meet production targets. In fact, not a few stays overnight at the factory because they go home from work in the morning. Of course, this has an impact on decreased employee performance due to fatigue from working overtime.

Employee performance at CV Akemi Bali Craft is assessed from the aspect of discipline, completed responsibilities, coordination with the team, and daily improvisation. This aspect is assessed daily by the Operational Manager and Human Resource as a form of work assessment which will be given an evaluation at the end of each month to be able to maintain employee performance consistency. Assessment standards will later be observed by management and based on visitor satisfaction, which will be assessed at the end of each month with a range of 1-10 where a value of 1 indicates a very poor value and a value of 10 indicates very good. It could be taken from several aspects such as absence, discipline, Work Environment, and following instructions from their supervisor. From this, it can be drawn how the Employee Performance at CV Akemi Bali Craft will be presented in the form of numeric data and tables like the table below.



**FIGURE 2. Employee Performance from CV Akemi Bali Craft during 2022 period**

Another impact caused by excessive overtime is the lack of work-life balance. Due to excessive overtime, many employees do not get enough rest and even gather with their families to pursue production targets. Of course, good management must pay close attention to how to balance work and time with family. However, the management of CV Akemi Bali Craft paid little attention to this because after being quite minus during the previous COVID period, they had to ramp up production again. In addition, the work environment is unfriendly, such as lack of attention from management, lack of overtime pays, and even cramped break room facilities, which further reduces the performance of employees at CV Akemi Bali Craft.

Based on research conducted by Mendis (2017), Maslichah & Hidayat (2016), Diah & Musadieg (2018), and Saina et al., (2016) the result can be obtained that Work-life balance has a significant positive effect on employee performance. When an employee can equate his life between the world of work and his personal life so that he can be more productive while on duty, can be motivated in carrying out his responsibilities in the company, and can reduce the pressure of mind when on duty. This matter can also increase employee performance in achieving the company's mission. In contrast to research tried by Saina, et al., (2016), it was found that work-life balance affects but is not important to employee abilities. As well as research by Rochim (2019) which found that work-life balance negatively affects employee performance. Balancing between individual life and profession is an important desire for each employee that can affect the inner mood, focus of thoughts, and actions in carrying out their responsibilities on both sides, therefore the greater the satisfaction of an employee to work-life balance, to bring an increase in the resulting performance. This proves that there is a research gap regarding employee performance.

## LITERATURE REVIEWS

### Employee Performance

Performance or ability for Priansa (2017), is the result of an employee's efforts in carrying out obligations and professions submitted by his employer. Wibowo (2017) reported that ability or performance is an application of concepts that have been prepared. The application of performance is tried by human resources who have power, competence, work environment, and attention. Performance for Hasibuan (2018) is the work achieved by a person in carrying out the obligations handed over to him which comes from expertise, experience, intensity, and punctuality.

### Overtime

Referring to the dictionary of the European Foundation for the Improvement of Living Situations and Activities (2017), overdue work is all working hours that an employee works above his contractual working hours (Beckers, 2008). Refer to Law Number. 13 of 2003 concerning Manpower, working hours as well as regulated in Article 77

paragraph (2) point B are eight hours a day, and 40 hours during a week with five working days a week with overdue work in Article 78 paragraph (1) point B can only be tried very long three hours on one day and 14 hours on a week.

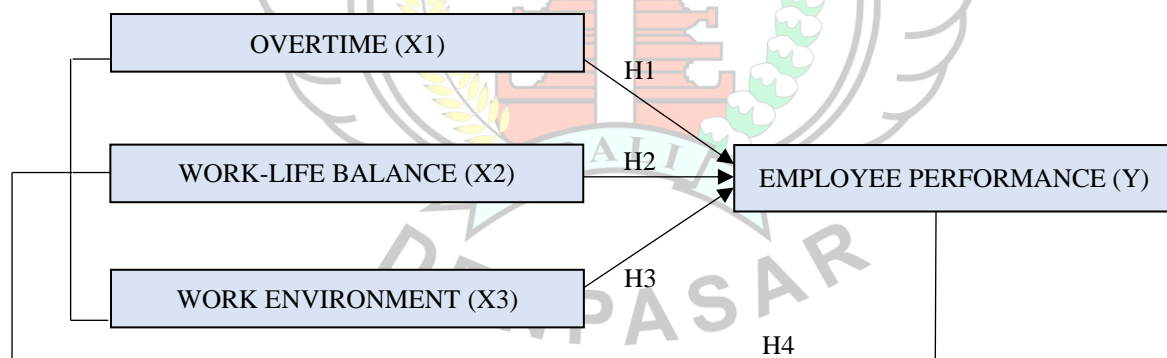
### Work-Life Balance

Rangarajan (2017) describes work-life balance as protecting a balance between responsibilities at the place of activity and at home. If a person has shared the duration needed for each view of life, there should be no problems in any part of a person's life, as a result, he has achieved a work-life balance (Delecta, 2017). While Singh & Khanna (2016) report work-life balance as a grand design that links the right prioritization between profession (career and determination) in one part and life (cheerfulness, leisure duration, family, and spiritual development) in the other. Most people, as they enter the world of work, will run out of balancers in their lives. The greater their work or the business they run, the more difficult it is for them to enjoy life. In conclusion, the duration for the family and "me time" becomes depleted, anger is not resolved, and health shrinks.

### Work Environment

The work environment, for Sedarmayanti (2018) is all situations that exist near the workplace that want to influence employees either directly or indirectly. In contrast, Schultz & Schultz (2017), the work environment is defined as a situation consisting of workplace characteristics related to employee actions. Another opinion, for Retnosari (2018) the work environment is an aspect of the human resource management function, specifically the programming function. This function is directly related to employees who serve in the organizational environment. The work environment in an industry is very important to be observed by management. Although the work environment does not carry out the way of creation in an industry, the work environment has a direct effect on the employees who carry out the way of creation. A work environment that is not exciting wants to make employee performance decrease and the duration to clean up the obligations that have been handed over can run not in accordance with the target because the results of the work system applied to be inefficient and effective. On the contrary, an exciting work environment will have a positive impact, on the company, as a result, employees get satisfaction in achieving their performance and the company also gets an industry mission to be achieved (Sihaloho & Siregar, 2019).

### Conceptual Framework



**FIGURE 2. Conceptual Framework**

### RESEARCH HYPOTHESIS

H1: Overtime Work has a negative and significant effect on Employee Performance

H2: Work-Life Balance has a positive and significant effect on Employee Performance

H3: Work Environment has a positive and significant effect on Employee Performance

H4: Overtime, Work-life Balance, and Work Environment have a positive and significant effect on Employee Performance

### METHODS

#### Research Population

A population is a different group of people, whether that group consists of a nation or a group of people with similar characters. In statistics, the population is a set of people from which statistical samples are obtained for research (Sugiyono, 2017). The population used in this study were all employees at the CV. AKEMI BALI CRAFT with a total of 113 employees, as shown in table 4 below.

**TABLE 4. Employee Data of CV Akemi Bali Craft**

No	Division	Amount Staff
1	Operational Manager	1
2	Human Resource and Admin	2
3	Accounting	4
4	Marketing	4
5	Sales	13
6	Production	47
7	Purchasing	1
8	Customer Service	3
9	Courier	14
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<b>Total</b>		<b>113</b>

The sample is part of the number and characteristics possessed by the population. The technique used is Census Sampling, which is a sampling technique in which all members of the population are used as samples (Sugiyono, 2017). CV Akemi Bali Craft has 113 employees who are all used as research respondents.

## RESULTS AND DISCUSSION

### Validity Test

Ghozali (2016), validity testing aims to determine the validity of a questionnaire. An instrument is valid if it has a correlation coefficient number  $> 0.30$ .

**TABLE 5. Validity Test Result**

No.	Variable	Question Item	R-table	Correlation Coefficient	Explanation
1	Overtime (X <sub>1</sub> )	X <sub>1.1</sub>	0,3	0,902	Valid
		X <sub>1.2</sub>	0,3	0,828	Valid
		X <sub>1.3</sub>	0,3	0,905	Valid
2	Work-Life Balance (X <sub>2</sub> )	X <sub>2.1</sub>	0,3	0.821	Valid
		X <sub>2.2</sub>	0,3	0.833	Valid
		X <sub>2.3</sub>	0,3	0.857	Valid
3	Work Environment (X <sub>3</sub> )	X <sub>3.1</sub>	0,3	0.928	Valid
		X <sub>3.2</sub>	0,3	0.910	Valid
		X <sub>3.3</sub>	0,3	0.921	Valid
4	Employee Performance (Y)	Y <sub>1</sub>	0,3	0.890	Valid
		Y <sub>2</sub>	0,3	0.855	Valid
		Y <sub>3</sub>	0,3	0.894	Valid

Referring to Table 5, it is known that out of 113 questionnaires distributed to 113 respondents, all indicators have a correlation coefficient number of  $> 0.30$  so the indicator is valid.

### Reliability Test

Reliability is a tool to measure a questionnaire which is an indicator of a variable or construct. To find out whether a variable is reliable or not, a statistical test is performed by looking at Cronbach Alpha ( $\alpha$ ). The criterion used is a construct or variable said to be reliable if it gives a Cronbach Alpha value  $> 0.70$  (Nunnally, 1994 in I. Ghozali, 2017: 48).

**TABLE 6. Reliability Test Result**

No	Variable	Cronbach's Alpha	Explanation
1	Overtime (X <sub>1</sub> )	0,848	Reliable

2	Work-Life Balance (X2)	0,786	Reliable
3	Work Environment (X3)	0,908	Reliable
4	Employee Performance (Y)	0,854	Reliable

Based on the results of the instrument reliability test in Table above, it can be seen that the variable instruments in this study, namely the Overtime, Work Life Balance, Work Environment, and Employee Performance variables, are said to be reliable because each variable has an alpha value greater than 0.70.

### Data Analysis Technique

The purpose of data analysis is to obtain relevant information contained in the data and use the results to solve a problem (Ghozali, 2017). Data analysis is the processing of data obtained using formulas or rules according to the research approach (Sekaran, 2009). This study uses descriptive statistical methods that have aim to provide an overview or description of data which can be seen from the average (mean), median, and standard deviation.

### Statistic Descriptive

Descriptive analysis works by describing the distribution of data. The data distribution in question is the measurement of central tendency and the measurement of shape. The technique used in descriptive statistics in this study is the percentage, average, and standard deviation.

**TABLE 6. Descriptive statistical results**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Overtime Work	113	5	15	10.60	2.795
Work-Life Balance	113	8	15	12.15	1.877
Work Environment	113	6	15	11.50	2.696
Employee Performance	113	7	15	11.96	2.074
Valid N (listwise)	113				

From the table above, the description of each variable can be described as follows:

1. Overtime

Based on descriptive statistics according to Table above, the minimum value of Overtime is 5 while the maximum value is 15. The average value of Overtime is 10,60 and the standard deviation is 2,795.

2. Work-Life Balance

Based on descriptive statistics according to Table 4.7, the minimum value of Work-Life Balance is 8 while the maximum value is 15. The average value of Work-Life Balance is 30,78 and the standard deviation is 4,638.

3. Work Environment

Based on descriptive statistics according to Table 4.7, the minimum value of Work Environment is 6 while the maximum value is 15. The average value of Work Environment is 11,50 and the standard deviation is 2.696.

4. Employee Performance

Based on descriptive statistics according to Table 4.7, the minimum value of Employee Performance is 7 while the maximum value is 15. The average value of Employee Performance is 11,96 and the standard deviation is 2,074.

### Classic Assumption Test

#### Normality Test

Ghozali (2016), normality experiments are tried to test whether, in regression form, free elastic and finite elastic or both have a fair distribution not. The form of regression is either having a reasonable distribution of data or close to reasonable. Experiment to determine the fairness of residual data using the Kolmogorov-Smirnov test. Residual data is normally distributed when a significant value exceeds 0.05.

**TABLE 7. Normality Test Result**

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		113
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.29065333
Most Extreme Differences	Absolute	.054
	Positive	.054
	Negative	-.035
Test Statistic		.054
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

- Test distribution is Normal.
- Calculated from data.
- Lilliefors Significance Correction.
- This is a lower bound of the true significance.

Based on the normality test shown in Table above it shows that the Asymp. Sig. (2-tailed) is 0.200 which is greater than 0.05 which indicates that the data is normally distributed, so it can be concluded that the model meets the normality assumption.

### Multicollinearity Test

Multicollinearity testing aims to test that there is no correlation between independent variables. A good progression model is there is no multicollinearity (Ghozali, 2018). This test uses VIF and tolerance, where when  $VIF < 10$  and  $tolerance > 0.10$ , so the regression equation does not indicate multicollinearity.

**TABLE 8. Multicollinearity Test Result**

No.	Model	Coefficients <sup>a</sup>					Collinearity Statistics		
		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Tolerance	VIF
B	Std. Error	Beta							
1	(Constant)	4.696	1.671			2.809	.006		
	Overtime	-.248	.065			-3.807	.000	.459	
	Work			.335					2.179
	Work Life Balance	.680	.090	.615		7.565	.000	.538	1.859
	Work Environment	.143	.058	.186		2.475	.015	.628	1.593

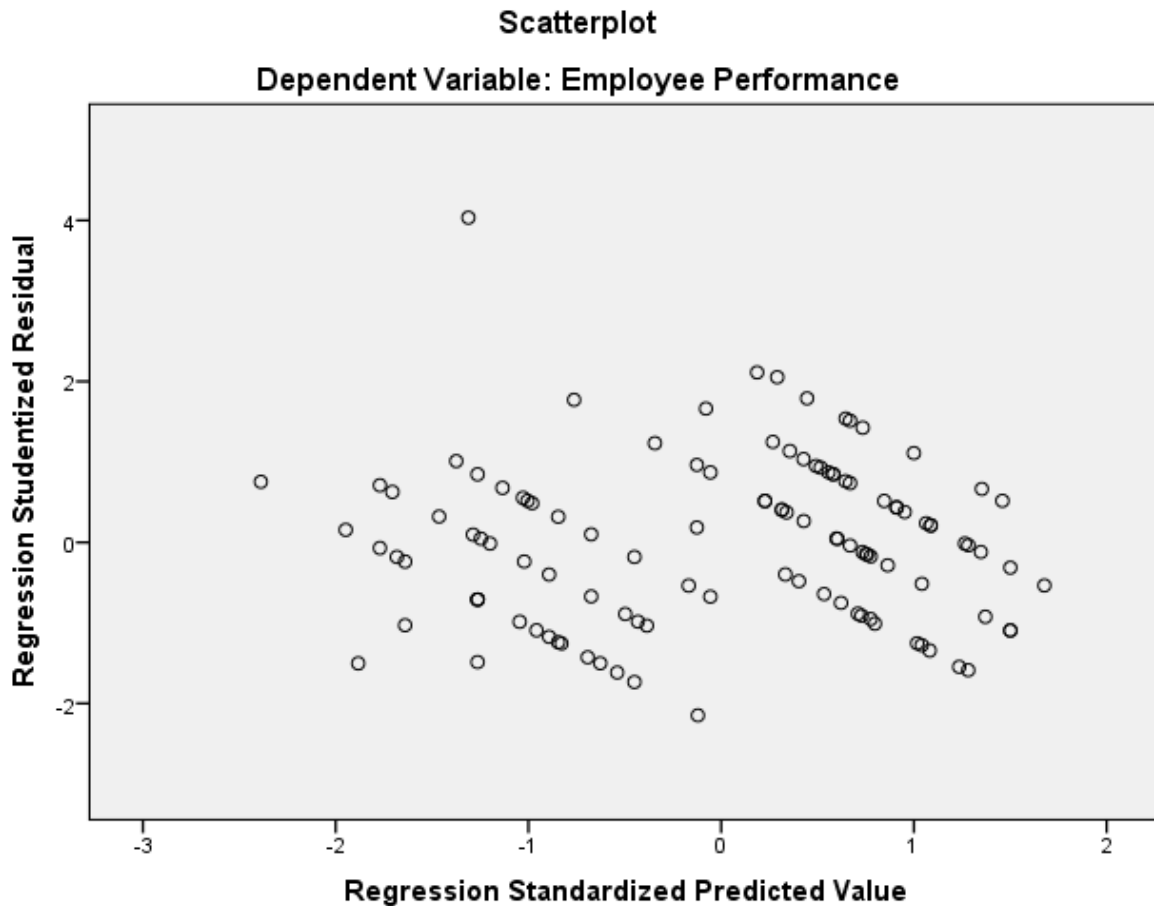
- Dependent Variable: Employee Performance

Based on Table 8, it is shown that all independent variables have a tolerance value of  $> 0.10$ , as well as the VIF value calculation results, all variables have a VIF value  $< 10$ . This means that in the regression model created there are no symptoms of multicollinearity.

### Heteroscedasticity Test

Heteroscedasticity testing is performed to test for the presence or absence of variance inequality. A good regression equation is a homogeneous one, as a result it must be free from symptoms of heteroscedasticity.





**FIGURE 2. Heteroscedasticity Test**

The results of the heteroscedasticity test in Figure above show that there is no clear pattern, and the points spread above and below the number 0 on the Y axis so that they are free from heteroscedasticity.

**TABLE 9. Heteroscedasticity Test**

No.	Model	Coefficients <sup>a</sup>					Collinearity Statistics		
		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Tolerance	VIF
		B	Std. Error	Beta					
1	(Constant)	2.128	.998			2.132	.035		
	Overtime	-.047	.039			-1.201	.232	.459	
	Work			-.168					2.179
	Work Life Balance	-.073	.054	-.175		-1.355	.178	.538	1.859
	Work Environment	.024	.035	.083		.691	.491	.628	1.593

a. Dependent Variable: ABS\_RES

The results of the heteroscedasticity test in Table above show that the independent variable with its absolute residual indicates that the coefficient of each independent variable is not significant (significance level > 0.05) so that it is free from heteroscedasticity.

### Multiple Regression Analysis

Regression analysis is used to predict the influence of more than one independent variable on one dependent variable, both partially and simultaneously. This test tool is used for H1, H2, and H3. Significant at the 0.05 and 0.01 level (two-tailed), meaning that the hypothesis is rejected if the coefficient is 0.05 or more and accepted if the coefficient is less than 0.05. The following regression models in this study:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

Explanation:  
 Y = Employee Performance  
 $\alpha$  = Constant  
 $\beta_1$  = Overtime  
 $\beta_2$  = Work Life Balance  
 $\beta_3$  = Work Environment  
 e = Error

**TABLE 10. Multiple Linear Regression Results**

No.	Model	Coefficients <sup>a</sup>					Collinearity Statistics		
		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Tolerance	VIF
		B	Std. Error	Beta					
1	(Constant)	4.696	1.671			2.809	.006		
	Overtime	-.248	.065			-3.807	.000	.459	
	Work			.335					2.179
	Work Life Balance	.680	.090	.615		7.565	.000	.538	1.859
	Work Environment	.143	.058	.186		2.475	.015	.628	1.593

b. Dependent Variable: Employee Performance

Based on Table above, a multiple regression equation is obtained as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$= 4.696 - 0.248 + 0.680 + 0.143 + e$$

1. The constant coefficient is 0.629 which means that if the Overtime, Work Life Balance, and Work Environment variables are at zero (0), the Employee Performance will experience an increase.
2. The value of the Overtime regression coefficient is -0.248, meaning that every increase 1 unit from Overtime variable will decrease Employee Performance as amount 0.248.
3. The value of the Work Life Balance regression coefficient is 0.680, meaning that every increase 1 unit from Work Life Balance variable will increase the Employee Performance as amount 0.680.
4. The value of the Work Environment regression coefficient is 0.143, meaning that every increase 1 unit from Work Environment variable will increase the Employee Performance as amount 0.143.

### Hypothesis test

Hypothesis testing is used to test the direction of the relationship or effect between the independent variable and the dependent variable. Hypothesis testing, statistically, can at least be measured from the coefficient of determination, the statistical value of F, and the statistical value of t. Statistical calculations are called statistically significant if the value of the statistical test is in a critical area (the area where  $H_0$  is rejected). Conversely, it is called insignificant if the value of the statistical test is in the area where  $H_0$  was received (Ghozali, 2017).

### The coefficient of determination

The coefficient of determination ( $R^2$ ) basically measures how far the model's ability to explain the variation of the dependent variable. The coefficient of determination is between zero and one. A small value of  $R^2$  means that the ability of independent variables to explain the variation of the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict variations in the dependent variable (Ghozali, 2011).

**TABLE 11. Coefficient of Determination Test**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.783 <sup>a</sup>	.613	.602	1.308

a. Predictors: (Constant), Work Environment, Work-Life Balance, Overtime Work

b. Dependent Variable: Employee Performance

From the test results in table above, it shows that the magnitude (R<sup>2</sup>) is 0,613, this means that 61,3% of the Variation in the Employee Performance variable can be explained by the Overtime, Work Life Balance, and Work Environment variables. While the rest (100% - 61,3% = 38,7%) is explained by other reasons outside the research model.

### Simultaneous Significance Test (Statistical Test F)

The F statistical test basically shows whether all the independent or independent variables entered in the model have a joint influence on the dependent variable. If the significance level of F value is greater than 5% or 0.05 then Ho can be rejected, in other words accepting an alternative hypothesis. You can also compare the calculated F value with the F value according to the table. If the calculated F value is greater than the table F value, then Ho is rejected and HA is accepted (Ghozali, 2017).

**TABLE 12. Simultaneous Test F**

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	295.290	3	98.430	57.507	.000 <sup>b</sup>
	Residual	186.568	109	1.712		
	Total	481.858	112			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Environment, Work Life Balance, Overtime Work

Based on table above, it shows that the value of F = 57,507 and the sig value = 0.000 which is less than 0.05. This means that statistically together (simultaneously Integrated Overtime, Work Life Balance, and Work Environment have a simultaneous and significant effect on the Employee Performance. Thus, the model is considered feasible to test and prove the hypothesis can be continued.

### Statistical Test t

The statistical t test basically shows how far the influence of one independent variable individually in explaining the variation of the dependent variable. T test can be done by comparing the t statistical value with a critical point according to the table. If the calculated statistical t value is higher than the t table value, then an alternative hypothesis is accepted stating that an independent variable individually influences the dependent variable. Can also see the level of significance of the t value. The level of significance used in this study was 5% or 0.05. If the significance level of t value is above 0.05 then Ho can be rejected, and Ha can be accepted (Ghozali, 2017).

**TABLE 13. Partial Regression Test (t test)**

		Coefficients <sup>a</sup>					Collinearity Statistics	
No.	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	4.696	1.671		2.809	.006		
	Overtime	-.248	.065		-3.807	.000	.459	
	Work			.335				2.179
	Work Life Balance	.680	.090	.615	7.565	.000	.538	1.859
	Work Environment	.143	.058	.186	2.475	.015	.628	1.593

c. Dependent Variable: Employee Performance

Based on Table above, namely, the partial regression test (t test) shows that:

1. The results of testing the effect of the Overtime variable show that the t coefficient is -3,807 with a significance value of 0.000. When compared, the significance value is less than 0.05, which means that H<sub>0</sub> is rejected or H<sub>1</sub> is accepted. So that Overtime has a negative and significant effect on Employee Performance.
2. The results of testing the effect of the Work Life Balance variable show that the t coefficient is 7,565 with a significance value of 0.000. When compared, the significance value is less than 0.05, which means that H<sub>0</sub> is rejected or H<sub>2</sub> is accepted. So that Work Life Balance has a positive and significant effect on Employee Performance.

3. The results of testing the effect of the Work Environment variable show that the t coefficient is 2.475 with a significance value of 0.015. When compared, the significance value is less than 0.05, which means that H0 is rejected or H3 is accepted. So that Work Environment has a positive and significant effect on Employee Performance.

## DISCUSSION

### **Overtime Toward Employee Performance at CV Akemi Bali Craft**

Partially testing the significantly of the effect of the Overtime Toward Employee Performance at CV Akemi Bali Craft was carried out by conducting a t test, namely by comparing the significance value of t with  $\alpha$  (0.05). Based on table 4.14, the significant value of Overtime is  $0.000 < \alpha$  (0.05) and the calculated t value is -3,807, which means that H0 is rejected so that H1 is acceptable, so that Overtime has a negative and significant effect on the Employee Performance at CV Akemi Bali Craft. From the results of this study, it can be interpreted that the higher of Overtime from employee at CV Akemi Bali Craft, the lower Employee Performance at CV Akemi Bali Craft.

This is in line with previous research by D.Krishnamoorthy (2020) with title "A case study on overtime and its impacts on employee job satisfaction" and research from Karen Albertsen, PhD, Guðbjörg Linda Rafnsdóttir, PhD, Asbjörn Grimsmo, MA, Kristinn Tómasson, MD, Kaisa Kauppinen, PhD (2019) with title "Workhours and work life balance" that show overtime having a negative and significant effect on employee performance.

Based on the results of the research above and supported by previous research, it shows that Overtime has a negative and significant effect on the Employee Performance at CV Akemi Bali Craft. This is also in accordance with the conditions where the employee get more workhours that affect more overtime, the employee will be exhausted so they can't perform as well. So, it will impact the underperform from employee at CV Akemi Bali Craft.

### **Work Life Balance Toward Employee Performance at CV Akemi Bali Craft**

Partially testing the significantly of the influence of Work Life Balance Toward Employee Performance at CV Akemi Bali Craft was carried out by conducting a t test, namely by comparing the significance value of t with  $\alpha$  (0.05). Based on table 4.14, the significance value of Work Life Balance is  $0.000 < \alpha$  (0.05) and the t-count value is 7,565 which means that H0 is rejected so that H2 is acceptable, so that Work Life Balance has a positive and significant effect on the Employee Performance at CV Akemi Bali Craft. From the results of this study, it can be interpreted that the higher or better Work Life Balance from Employee CV Akemi Bali Craft, the higher Employee Performance at CV Akemi Bali Craft.

As for previous research by Kurniawan Bima Aryatej, Dewi Susita, Karuniana Dianta Arfiando Sebayang (2021) with title The Influence of Work-Life Balance and Work Environment on Employee Commitment have examined Work-Life Balance has a positive and significant effect on Employee Commitment. This means that a high Work-Life Balance can increase Employee Commitment.

Based on the results of the research above and supported by previous research, it shows that Work Life Balance has a positive and significant effect on the Employee Performance at CV Akemi Bali Craft. This is also in accordance with the conditions where if the employee got balance between work life and personal life, they would have enough energy in terms to perform good during worktime.

### **Work Environment Toward Employee Performance at CV Akemi Bali Craft**

Partially testing the significantly of the influence of Work Environment Toward Employee Performance at CV Akemi Bali Craft partially was carried out by conducting a t test, namely by comparing the significance value of t with  $\alpha$  (0.05). Based on table 4.14, the significant value of Work Environment is  $0.015 < \alpha$  (0.05) and the t-count value is 2.475, which means that H0 is rejected so that H3 is acceptable, so that Work Environment has a positive and significant effect on the Employee Performance at CV Akemi Bali Craft. From the results of this study, it can be interpreted that the better Work Environment from employee CV Akemi Bali Craft, the higher Employee Performance at CV Akemi Bali Craft.

As for previous research by Kurniawan Bima Aryatej, Dewi Susita, Karuniana Dianta Arfiando Sebayang (2021) with title The Influence of Work-Life Balance and Work Environment on Employee Commitment have examined Work Environment has a positive and significant effect on Employee Commitment. This means that the ideal work environment can increase Employee Commitment

Based on the results of the research above and supported by previous research, it shows that Work Environment has a positive and significant effect on the Employee Performance at CV Akemi Bali Craft. This is also in accordance with the conditions where company can provide a good work environment or employee can create a good atmosphere during work, it will make them feel motivated. Surely will increase the performance from the employee.

## Overtime, Work Life Balance, and Work Environment Toward Employee Performance at CV Akemi Bali Craft

Testing the significantly of the effect of Overtime, Work Life Balance, and Work Environment Toward Employee Performance at CV Akemi Bali Craft simultaneously is carried out by conducting the F test, namely by comparing the significance value of F with  $\alpha$  (0.05). Based on table 4.13, the significant value of F is calculated for the variable Overtime, Work Life Balance, and Work Environment Toward Employee Performance at CV Akemi Bali Craft with a sig value of  $0.000 < \alpha$  (0.05) and an F table value of 57,507 which means Overtime, Work Life Balance, and Work Environment have a significant positive effect on the Employee Performance at CV Akemi Bali Craft. From the results of this study, it can be interpreted that the better the Overtime, Work Life Balance, and Work Environment will increase Employee Performance at CV Akemi Bali Craft.

Based on the results of the research above and supported by previous research, it shows that Overtime, Work Life Balance, and Work Environment have a positive and significant effect on the Employee Performance at CV Akemi Bali Craft. This is also in accordance with the conditions where if all employee not gain too much overtime, can feel their work and their personal space can be balance, and can get work environment as well. If all of aspect can be fulfil, supposed to be will increase the performance from employee at CV Bali Akemi Craft.

## CONCLUSIONS

Based on the discussion described in the previous chapter, the following conclusions are obtained:

1. Overtime significantly negative effect Employee Performance at CV Akemi Bali Craft. Where Overtime has a significance value of 0.000 and a t-value of -3,807. This means that the higher Overtime that occur will decrease the Employee Performance at CV Akemi Bali Craft.
2. Work Life Balance significantly positive effect the Employee Performance at CV Akemi Bali Craft. Where Work Life Balance has a significance value of 0.000 and a t-value of 7,565. This means that the higher Work Life Balance will increase the Employee Performance at CV Akemi Bali Craft.
3. Work Environment significantly positive effect the Employee Performance at CV Akemi Bali Craft. Where Work Environment has a significance value of 0,015 and a calculated t value of 2,475. This means that the higher a person's Work Environment will increase the Employee Performance at CV Akemi Bali Craft.
4. Overtime, Work Environment, and Work Life Balance simultaneously affect Employee Performance at CV Akemi Bali Craft. Where Overtime, Work Environment, and Work Life Balance have a significance value of 0.000 and a calculated F value of 57,507. This means that the higher a employee Overtime, Work Environment, and Work Life Balance, the higher the Employee Performance at CV Akemi Bali Craft.

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