

***THE EFFECT OF MOTIVATION, WORK-LIFE BALANCE, AND EMPLOYEE ENGAGEMENT ON EMPLOYEE PERFORMANCE  
(Study at PT Bank UOB Indonesia Region 2)***

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**Abstract** - *This study aims to determine the influence of work activation, work-life balance, and employee involvement on employee performance. The strategy used in this study is a causal research strategy. The data collection method in this study used a survey. The sample used in this study were all employees with the criteria for supervisory positions, amounting to 64. Purposive sampling technique, namely a non-probability sample with The sample criteria are supervisors at PT Bank UOB Indonesia Region 2. The data analysis methods used are simultaneous and partial correlation coefficient analysis.*

*The results showed that work motivation ( $X_1$ ) partially has a positive and significant effect ( $0.000 < 0.05$ ) on employee performance (Y) PT Bank UOB Indonesia Region 2, the work life balance variable ( $X_2$ ) partially has a positive effect. and significant ( $0.028 < 0.05$ ) on employee performance (Y) PT Bank UOB Indonesia Region 2, the employee engagement variable ( $X_3$ ) partially has no significant effect ( $0.198 > 0.05$ ) on employee performance (Y) PT Bank UOB Indonesia Region 2.*

*Simultaneous testing of the hypothesis with  $\alpha = 0.05\%$  indicates that work motivation ( $X_1$ ), work-life balance ( $X_2$ ), and employee engagement ( $X_3$ ) have a significant effect on employee performance (Y)*

**Keywords:** *Motivation, Work-life Balance, Employee Engagement, and Employee Performance*

**Abstrak**– Penelitian ini bertujuan untuk mengetahui seberapa pengaruh antara motivasi kerja, keseimbangan kehidupan kerja, dan keterlibatan karyawan terhadap kinerja karyawan. Strategi yang digunakan dalam penelitian ini adalah strategi penelitian kausal. Adapun metode pengumpulan data dalam penelitian ini menggunakan survey. Sampel yang di gunakan dalam penelitian ini adalah seluruh karyawan dengan kriteria jabatan supervisor yang berjumlah 64 orang. Teknik purposive sampling yaitu sampel non probabilitas dengan kriteria sampel adalah supervisor di PT Bank UOB Indonesia Wilayah 2. Metode analisis data yang digunakan adalah analisis Koefisien Korelasi Parsial dan simultan.

Hasil penelitian menunjukkan bahwa motivasi kerja ( $X_1$ ) secara parsial memiliki pengaruh yang positif dan signifikan ( $0,000 < 0,05$ ) terhadap kinerja karyawan (Y) PT Bank UOB Indonesia Wilayah 2,

variabel keseimbangan kehidupan kerja ( $X_2$ ) secara parsial memiliki pengaruh positif dan signifikan ( $0,028 < 0,05$ ) terhadap kinerja karyawan (Y) PT Bank UOB Indonesia Wilayah 2, variabel keterlibatan karyawan ( $X_3$ ) secara parsial tidak memiliki pengaruh signifikan ( $0,198 > 0,05$ ) terhadap kinerja karyawan (Y) PT Bank UOB Indonesia Wilayah 2.

Pengujian hipotesis secara simultan dengan  $\alpha = 0,05\%$  menunjukkan bahwa motivasi kerja ( $X_1$ ), keseimbangan kehidupan kerja ( $X_2$ ), dan keterlibatan karyawan ( $X_3$ ) berpengaruh secara signifikan terhadap kinerja karyawan (Y).

**Kata kunci : Motivasi, Keseimbangan Kehidupan Kerja, Keterlibatan Karyawan, dan Kinerja Karyawan**

## I. PRELIMINARY

The large number of banks in Indonesia requires banks to always improve the performance of their services. The era of digitalization, interest rate competition, tariff competition, and competition for funds are several factors that must be considered so that banks can survive facing tough challenges. In the Indonesian Banking Statistics until the end of 2018, BUKU I was only able to achieve a profit of IDR 700 billion, dropping -2.23% on an annual basis when compared to a profit of IDR 716 billion in 2017. This achievement has continued to decline from 2015 with a profit of IDR 1.57 trillion, and 2016 worth Rp. 861 billion.

Currently, Indonesia is listed as the first country with the largest number of banks in Southeast Asia

It is known from the results of interviews with management representatives that there has been a decline in the performance of employees of PT Bank UOB Indonesia Region 2, both in terms of attendance and targets for opening new accounts, which can be seen in the following table.

**Table 1.3.** Employee Absence Rate

Month	Attendance		amount
	Late	Not in (Sick / Permission / No Reason)	
January 2019	35	10	45
February 2019	20	7	27
March 2019	30	20	50
Month	Attendance		amount
	Late	Not in (Sick / Permission / No Reason)	
April 2019	32	5	37
May 2019	15	10	25
June 2019	31	6	37

Source: Data of PT Bank UOB Indonesia Region 2 (2019)

Based on table 1.2 above, we can see that the absentee level of PT Bank UOB Indonesia Region 2 employees is very high.

**Table 1.4** Number of New Account Openings

Month	Target	Achievement
January 2019	50	22
February 2019	50	26

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March 2019	50	30
April 2019	50	33
May 2019	50	28
June 2019	50	29

Source: Data of PT Bank UOB Indonesia Region 2 (2019)

Based on Table 1.4 above, we can see that the target achievement for opening a new account at PT Bank UOB Indonesia Region 2 is still very low.

Based on the description above, the researcher is interested in conducting research on Motivation, Work-Life Balance and Employee Involvement related to Employee Performance at PT Bank UOB Indonesia Region 2.

### **1.1. Formulation of the problem**

Based on the background described above, the researcher wants to formulate a research problem to be studied as follows:

1. Does Motivation affect Employee Performance at PT Bank UOB Indonesia Region 2?
2. Does Work Life Balance affect Employee Performance at PT. Bank UOB Indonesia Region 2?
3. Does Employee Involvement affect Employee Performance at PT Bank UOB Indonesia Region 2?
4. Do Motivation, Work-Life Balance and Employee Involvement affect employee performance at PT Bank UOB Indonesia Region 2?

### **1.2. Research purposes**

Based on the formulation of the problem above, the objectives of this study are:

1. To determine the effect of motivation on employee performance at PT Bank UOB Indonesia Region 2.
2. To determine the effect of Work-Life Balance on Employee Performance at PT Bank UOB Indonesia Region 2.
3. To determine the effect of Employee Involvement on Employee Performance at PT Bank UOB Indonesia Region 2.
4. To determine the effect of motivation, work-life balance and employee involvement on employee performance at PT Bank UOB Indonesia Region 2.

## **II. LITERATURE REVIEW**

### **2.1. Definition of Human Resource Management**

According to Widodo (2017: 2), human resource management is seen as a fairly important role in the industrial realm, what human resource managers do describes how human resource management activities in the company environment. Human resource management is a process that includes evaluating human resource needs, getting people to meet those needs, and optimizing the utilization of these important resources by providing incentives and the right assignments, to suit the needs and goals of the organization where human resources are located.

### **2.2. Definition of Motivation**

According to Richard (2011: 373) there are two kinds of motivation, namely intrinsic and extrinsic. Intrinsic rewards, namely the success of a worker in doing something, extrinsic rewards are the motivation given by the company for the success of employees so that they remain enthusiastic in carrying out their work.

### **2.3. Work-Life Balance**

According to Nafiudin (2015: 26) Work Life Balance is a situation where a worker is able to balance work problems with personal problems, work life balance programs that are usually run by office management are providing child care, telecommuting, job sharing, personal leave, flexibility, vocation, but it does not rule out other programs that are owned by the company that can minimize work life conflict and life work conflict. When a person cannot balance between work problems and life problems outside the office, he will identify he will choose another job that can balance the two things or even more to stop working.

### **2.4. Definition of Employee Engagement**

According to Robbins and Judge (2008: 100) in Kaseger, Sendow, & Tawas (2017: 3085), work involvement is a feeling of being psychologically attached to the work he is doing and a strong belief in his ability to complete work. Employee work involvement can have a huge influence on the success of a company in achieving goals.

### **2.5. Definition of Employee Performance**

According to Sedarmayanti (2013: 263) employee performance is the result of an employee's work during a certain period compared to various possibilities, for example: standards, targets / targets / criteria that are determined and agreed upon. Performance is the result obtained by an organization, both the organization is profit oriented and non profit oriented which is generated over a period of time.

### **2.6. Relationship between Research Variables**

#### **2.6.1. Effect of Motivation on Employee Performance**

According to Nofiza Yulanda (2017), to increase motivation in companies, it needs to be improved because there are still indicators that are not optimal. For this reason, company leaders should increase motivation for employees who excel by giving awards for their work so that employees are more enthusiastic and can improve the quality of their work and become a model for other employees. The conclusion is that motivation has a positive and significant effect on employee performance.

According to Aldi Purnama Indrianto (2020), it shows that motivation has an effect on employee performance by looking at the level of significance, which is 0.011. The relationship that is intended is positive, meaning that the more positive it means that the better the motivation, the employee's performance will increase.

#### **2.6.2. Effect of Work-Life Balance on Employee Performance**

According to Orogbu Lilian Obiageli, et al (2015), it shows bad work organization, a culture in commercial banks that may not encourage various types of work-life balance practices on employee performance. The purpose of this study is that there is a significant positive relationship between leave policies and service delivery. These findings reveal that leave is a policy that motivates the ability of employees to provide services efficiently and effectively. In conclusion, work-life balance practices are an important factor in improving employee performance.

Mwangi Lucy Wambui, et al (2017) show that work-life balance is basically a positive relationship between work and other activities that are equally important in life which include family issues, leisure time, personal development and community development. Work-life balance is intended to allow employees to be more flexible in their work patterns so that they can balance what they do in the workplace with the responsibilities and interests they have outside of work. From this study it is concluded that work-life balance is an important aspect of work and family that must be adhered to to improve the quality of employee performance.

#### **2.6.3. Effect of Employee Involvement on Employee Performance**

According to Patil (2018) Banking is a service sector and therefore the health of a bank is completely dependent on the performance of its employees, more precisely on the level of knowledge, skills and motivation, while every other resource such as technology, capital assets and even finance can be purchased, the only one. the resources that cannot be bought are the human resources involved, which can be developed and maintained only through the implementation of effective HRD policies and practices such as development and training. Aims to find out whether the involvement of employees can create a good emotional bond, where they put it in the job. All HRD parameters have a positive correlation with employee engagement.

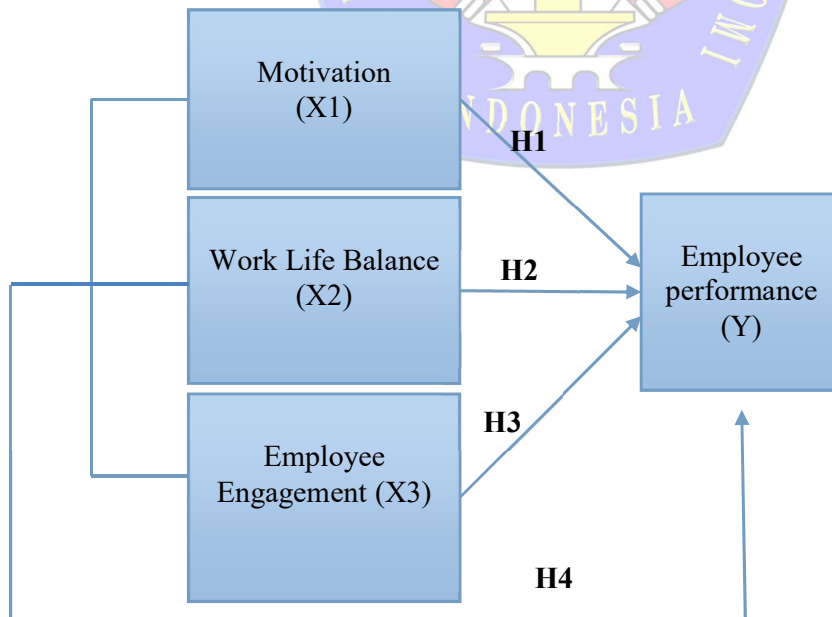
### 2.7. Hypothesis Development

According to Sugiyono (2017: 159), the hypothesis is a temporary answer to the formulation of the problem that still has to be proven through research. Based on previous research and the theoretical concepts collected above, the researcher intends to take a hypothesis:

- H1 : It is suspected that there is an influence of motivation on employee performance
- H2 : It is suspected that there is an influence of Work-Life Balance on employee performance
- H3 : It is suspected that there is an influence of employee involvement on employee performance
- H4 : It is suspected that there is an influence of motivation, work-life balance, employee involvement on employee performance

#### Research Conceptual Framework

The following is the conceptual framework in this study:



**Figure 2.1. Research Conceptual Framework**

Source: data processing (2020).

### III. RESEARCH METHOD

#### 3.1. Research Strategy

The strategy in this research is a causal research strategy. According to Sugiyono (2014: 62), causal research is research that aims to find out about causal relationships in the presence of independent variables (independent variables) and dependent variables (dependent variables).

Causal research used by the author aims to determine the influence of Work Motivation ( $X_1$ ), Work Life Balance ( $X_2$ ), and Employee Involvement ( $X_3$ ) on Employee Performance ( $Y$ )

#### 3.2. Population and Sample Research

The population in this study were 64 supervisors at Bank UOB Indonesia Region 2

The sample used in this study were all employees with the criteria for the position of supervisor, amounting to 64 people because they assessed work motivation, work-life balance, employee involvement, and employee performance of the work unit under them, with purposive sampling technique, namely a non-probability sample with sample criteria are supervisors at PT Bank UOB Indonesia Region 2.

#### 3.3. Data analysis method

In this study, the authors used the coefficient of determination method to show how much influence between variables. The analysis steps that will be used in this research are as follows:

##### 3.3.1. Data Processing Methods

In this study, data processing was carried out using a computer, namely the SPSS version 24 program. The results of the data analysis were Print Out Table Multiple Regression. This aims to prevent a large error rate.

##### 3.3.2. Statistical Data Methods

###### 3.3.2.1. Descriptive Statistical Analysis

According to Sugiyono (2014: 16), descriptive statistics are statistics used to analyze data by describing or describing the data that has been collected as it is without intending to make general conclusions or generalizations.

This descriptive statistic is presented in the form of a report, namely ways of presenting data through tables and frequency distribution. After that it is presented in the form of various diagrams, such as: line and bar charts, pie charts and histograms.

###### 3.3.2.2. Quality Test

###### a. Validity test

According to Ghozali (2013: 52) the validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions or statements in the questionnaire are able to reveal something that will be measured by the questionnaire.

According to Ghozali (2013: 52), measuring validity can be done by correlating the scores between the question items and the total construct or variable scores. This study uses a total number of respondents as many as 64, if a significant test of the correlation coefficient is carried out at a significant level of 5% ( $\alpha = 0.05$ ), then the  $r_{table}$  value is 0.2461. This means that if  $r_{count} < r_{table}$ , then the instrument item is declared invalid and if  $r_{count} > r_{table}$ , then the instrument item is declared valid.

###### b. Reliability Test



Reliability test is a measure that shows the consistency of measuring instruments in measuring the same symptoms on other occasions. According to Sarjono (2011: 45), the reliability of a variable formed from a list of statements is said to be good if it has a Cronbach's Alpha value > 0.60

**3.3.2.3. Analysis of the coefficient of determination**

The coefficient of determination analysis is used to measure how much the ability of all independent variables to explain the variance of the dependent variable.

**a. Partial Determination Coefficient Analysis**

Partial determination coefficient is used to partially determine the influence of one of the independent variables (X) on the dependent variable (Y). The formula for calculating the coefficient of partial determination is:

- Partial determination of X1 to Y (X2 and X3 constant)  

$$KD1.23 = r_{y1.232} \times 100\% \dots \dots \dots (3.1)$$

- Partial determination of X2 against Y (X1 and X3 constant)  

$$KD2.13 = r_{y2.132} \times 100\% \dots \dots \dots (3.2)$$

- Partial determination of X3 against Y (X1 and X2 are constant)  

$$KD3.12 = r_{y3.122} \times 100\% \dots \dots \dots (3.3)$$

Information:

$r_{y1.23} =$  Partial correlation between X<sub>1</sub> with Y (X<sub>2</sub> and X<sub>3</sub> constant)  

$$= \frac{r_{y1} - r_{y2} \cdot r_{y2} \cdot r_{y123}}{\sqrt{(1 - (r_{y2})^2) \cdot (1 - (r_{y3})^2) \cdot (1 - (r_{y123})^2)}}$$

$r_{y2.13} =$  Partial correlation between X<sub>2</sub> with Y (X<sub>1</sub> and X<sub>3</sub> constant)  

$$= \frac{r_{y2} - r_{y1} \cdot r_{y3} \cdot r_{y123}}{\sqrt{(1 - (r_{y1})^2) \cdot (1 - (r_{y3})^2) \cdot (1 - (r_{y123})^2)}}$$

$r_{y3.12} =$  Partial correlation between X<sub>3</sub> with Y (X<sub>1</sub> and X<sub>2</sub> constant)  

$$= \frac{r_{y3} - r_{y1} \cdot r_{y2} \cdot r_{y123}}{\sqrt{(1 - (r_{y1})^2) \cdot (1 - (r_{y2})^2) \cdot (1 - (r_{y123})^2)}}$$

- X1 = Work Motivation
- X2 = Work-Life Balance
- X3 = Employee Engagement
- Y = Employee Performance

**b. Simultaneous Determination Coefficient Analysis**

The coefficient of determination is used to determine how much influence X1 (Work Motivation), X2 (Work-Life Balance), and X3 (Employee Engagement) have on variable Y (Employee Performance). Based on the calculation of the correlation coefficient, the coefficient of determination can be calculated. The coefficient of determination can be calculated by the formula:

Multiple determinations of X1, X2, X3 against Y  

$$KD123 = r_{y1232} \times 100\% \dots \dots \dots (3.4)$$

Information:

$r_{y123} =$  Multiple correlation X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub> against Y  

$$= \frac{(r_{y1})^2 + (r_{y2})^2 - (r_{y3})^2 - 2(r_{y1} \cdot r_{y2} \cdot r_{y3})}{1 - (r_{123})^2}$$

- X1 = Work Motivation
- X2 = Work-Life Balance
- X3 = Employee Engagement
- Y = Employee Performance

**3.3.2.4. Hypothesis testing**

The hypothesis is a temporary conclusion to a problem that is still presumptive because it still has to be proven. The hypothesis will be rejected if it is false, and will be accepted if it is true. Rejection and acceptance of hypotheses is very dependent on the results of

investigations of the facts that have been collected. Hypothesis testing between variables X1 (work motivation), X2 (work-life balance), X3 (employee involvement), and Y (employee performance) using partial tests and simultaneous or whole tests.

**a. Partial Hypothesis Test**

Formulate a partial hypothesis, test the null hypothesis (H0) and alternative hypotheses (Ha):

- The Influence of X1 (Work Motivation) on Y (Employee Performance)  
H0:  $\rho_1 = 0$ , There is no influence between the variables (X1) Work Motivation on (Y) employee performance.  
Ha:  $\rho_1 \neq 0$ , There is an influence between the variables (X1) work motivation on (Y) employee performance.
- Effect of X2 (Work-Life Balance) on Y (Employee Performance)  
H0:  $\rho_2 = 0$ , There is no influence between the variables (X2) work life balance on (Y) employee performance.  
Ha:  $\rho_2 \neq 0$ , There is an influence between the variables (X2) work-life balance on (Y) employee performance.
- Effect of X3 (Employee Engagement) on Y (Employee Performance)  
H0:  $\rho_3 = 0$ , There is no influence between the variables (X3) employee involvement on (Y) employee performance.  
Ha:  $\rho_3 \neq 0$ , There is an influence between the variables (X3) employee involvement on (Y) employee performance.

The real level used is  $\alpha = 0.05$  or 5%.

The value of t count is compared with t table and the conditions are as follows: If  $t > t_{table}$  then H0 is rejected and Ha is accepted. If  $t_{count} < t_{table}$ , then H0 is accepted and Ha is rejected.

**b. Simultaneous Hypothesis Testing**

Furthermore, formulating simultaneous hypotheses, testing the null hypothesis (H0) and alternative hypotheses (Ha):

- H0:  $\rho_1 = \rho_2 = 0$ , There is no influence between Work Motivation (X1), Work-Life Balance (X2), and Employee Involvement (X3) on Employee Performance (Y).
- Ha:  $\rho_1 = \rho_2 \neq 0$ , There is an influence between Work Motivation (X1), Work-Life Balance (X2), and Employee Engagement (X3) on Employee Performance (Y).

Determining the real level (significant) used, namely  $\alpha = 0.05$  or 5%. Furthermore, the results of the hypothesis Fcount are compared with Ftable with the following conditions:

If the significance  $F < 0.05$ , then H0 is rejected and Ha is accepted.

3.4. If the significance  $F > 0.05$ , then H0 is accepted and Ha is rejected.

**IV. RESULTS AND DISCUSSION**

**4.1. Description of Research Object**

UOB Indonesia was established on 31 August 1956 under the name PT Bank Buana Indonesia. In May 2011, changed its name to PT Bank UOB Indonesia.

UOB Indonesia's service network includes 41 branch offices, 168 sub-branch offices and 191 ATMs spread across 54 cities in 18 provinces. UOB Indonesia services can also be enjoyed through the UOB regional ATM network, ATM Prima, ATM Bersama and VISA network.

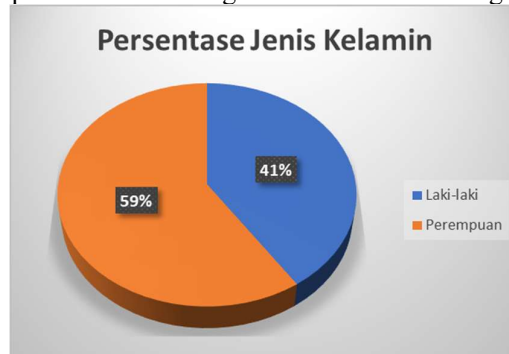
UOB Indonesia is known as a Bank with a focus on Small and Medium Enterprises (UKM) services, services to retail customers, as well as developing consumer and corporate banking businesses through treasury services and cash management..

**4.2. Respondent Description**



#### 4.2.1. Respondents' Description by Gender

Descriptions of respondents based on gender can be seen in Figure 4.1 below:

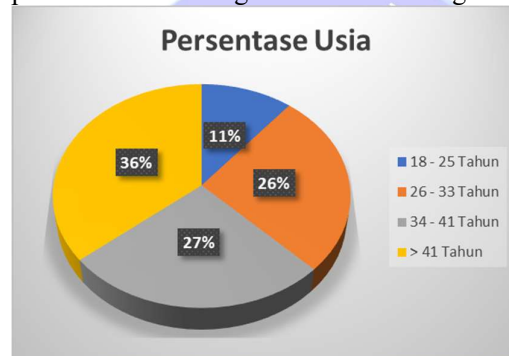


**Figure 4.1 Gender Percentage Diagram**  
(Source: Data processing, 2020)

Based on these data, it can be concluded that of the 64 respondents in this study, 59% or 38 respondents were female, and the remaining 41% or 26 respondents were male.

#### 4.2.2. Respondents' Description by Age

Descriptions of respondents based on age can be seen in Figure 4.3 below:



**Figure 4.2 Age Percentage Diagram**  
(Source: Data processing, 2020)

Based on these data, it can be concluded that of the 64 respondents in this study, 11% or 7 respondents were 18-25 years old, 26% or 17 respondents were 26-33 years old, 27% or 17 respondents were 34-41 years old. , and 36% or 23 respondents aged > 41 years.

#### 4.2.3. Respondents' Descriptions Based on Latest Education

Descriptions of respondents based on their latest education can be seen in Figure 4.3 below:



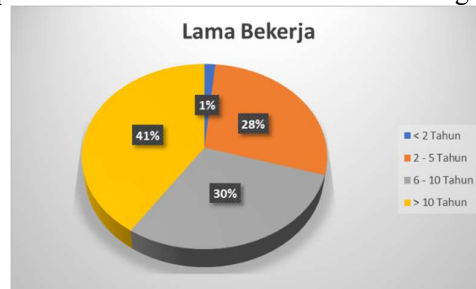
**Figure 4.3 Latest Education Percentage Diagram**

(Source: Data processing, 2020)

Based on these data, it can be concluded that from the total number of 64 respondents in this study, 2% or 1 respondent with the last education of D3, 64% or 41 respondents with the latest S1 education, 23% or 15 respondents with the latest S2 education, and by 11% or 7 respondents had S3 education.

**4.2.4. Description of Respondents Based on Length of Work**

Descriptions of respondents based on work can be seen in Figure 4.4 below:



**Figure 4.4 Percentage of Employment Diagram**

Source: Data processing, 2020

Based on these data, it can be concluded that of the total 64 respondents in this study, 1% or 1 respondent has worked for <2 years, 28% or 18 respondents have worked for 2-5 years, 30% or 19 respondents have worked for 6-10 years, and 41% or 26 respondents have worked for > 10 years.

**4.3. Instrument Testing Results**

**4.3.1. Validity test**

According to Ghozali (2013: 52), measuring validity can be done by correlating the scores between the question items and the total construct or variable scores. This study uses a total number of respondents as many as 64, if a significant test of the correlation coefficient is carried out at a significant level of 5% ( $\alpha = 0.05$ ), then the rtable value is 0.2461. This means that if  $r_{count} < r_{table}$ , then the instrument item is declared invalid and if  $r_{count} > r_{table}$ , then the instrument item is declared valid.

**4.3.1.1. Test of the Validity of Work Motivation Variables (X1)**

The values of the correlation coefficient from the results of the validity test for Work Motivation Variable (X1) can be seen in the following table:

**Table 4.5 Results of Work Motivation Validity Test (X1)**

Variable	Item No	Sub Indicator	rhitung	r table	Result
Motivatio n Work (X1)	1	In accordance with the SOP	0.662	0.2461	Valid
	2	Ability in work	0.869	0.2461	Valid
	3	Proficiency at work	0.842	0.2461	Valid
	4	Loyalty to Work	0.646	0.2461	Valid
	5	Professional at work	0.862	0.2461	Valid
	6	Attending training / seminar programs	0.612	0.2461	Valid

(Source: Data processing, 2020)

Based on the calculation of SPSS 24.0 in table 4.5 above, it can be seen that the overall rcount is greater than the r table, so it can be concluded that the items in the Work Motivation variable questionnaire (X1) are valid.

**4.3.1.2. Validity Test of Work-Life Balance Variable (X2)**

The values of the correlation coefficient from the results of the validity test for the Work Life Balance Variable (X2) can be seen in the following table:

**Table 4.6 Validity Test Results Work Life Balance (X2)**

Variable	Item No	Sub Indicator	rhitung	r table	Result
Work Life Balance (X2)	7	Family Time	0.761	0.2461	Valid
	8	Time for personal activities such as hobbies	0.777	0.2461	Valid
	9	Be firm in making decisions	0.777	0.2461	Valid
	10	Ability to carry out tasks	0.823	0.2461	Valid
	11	Establish a sense of responsibility	0.765	0.2461	Valid
	12	Respond with positive things	0.813	0.2461	Valid
	13	Innovative Thinking	0.700	0.2461	Valid
	14	Harmonious atmosphere	0.800	0.2461	Valid
	15	Togetherness in team	0.726	0.2461	Valid

(Source: Data processing, 2020)

Based on the calculation of SPSS 24.0 in table 4.6 above, it can be seen that the overall rcount is greater than the r table, so it can be concluded that the items in the Work Life Balance (X2) variable questionnaire are valid.

#### 4.3.1.3. Validity Test of Employee Engagement Variables (X3)

The values of the correlation coefficient from the results of the validity test for the Employee Engagement Variable (X3) can be seen in the following table:

**Table 4.7 Employee Engagement Validity Test Results (X3)**

Variable	Item No	Sub Indicator	rhitung	r table	Result
Employee Engagement (X3)	16	Obey the leader's orders	0.738	0.2461	Valid
	17	Have passion at work	0.798	0.2461	Valid
	18	Motivate yourself	0.827	0.2461	Valid
	19	Willing to think more creatively	0.734	0.2461	Valid
	20	Results achieved on time	0.624	0.2461	Valid
	21	Source of Happiness	0.737	0.2461	Valid
	22	Promote the company	0.625	0.2461	Valid

(Source: Data processing, 2020)

Based on the calculation of SPSS 24.0 in table 4.7 above, it can be seen that the overall rcount is greater than the r table, so it can be concluded that the items in the Employee Engagement variable questionnaire (X3) are valid.

#### 4.3.1.4. Validity Test of Employee Performance Variables (Y)

The values of the correlation coefficient from the results of the validity test for the Employee Performance Variable (Y) can be seen in the following table:

**Table 4.8 Results of Employee Performance Validity Test (Y)**

Variable	Item No	Sub Indicator	rhitung	r table	Result
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<b>Employee performance (Y)</b>	23	Have standards in work	0.830	0.2461	Valid
	24	Have skills and abilities	0.820	0.2461	Valid
	25	Have quality at work	0.821	0.2461	Valid
	26	Have a good performance	0.815	0.2461	Valid
	27	Work on time	0.774	0.2461	Valid
	28	Time discipline	0.763	0.2461	Valid
	29	Teamwork	0.727	0.2461	Valid

(Source: Data processing, 2020)

Based on the calculation of SPSS 24.0 in table 4.8 above, it can be seen that the overall rcount is greater than the r table, so it can be concluded that the items in the Employee Performance variable (Y) questionnaire are valid.

#### 4.3.2. Reliability Test

Reliability test is used to measure the consistency of the respondent's answers to the overall attributes of the questions asked. According to Santoso (2010: 67), a questionnaire is said to be reliable if the value of Cronbach Alpha is above 0.60.

##### 4.3.2.1. Reliability Test of the Work Motivation Questionnaire (X1)

Here are the reliability test results of the 29 (twenty nine) question attributes that represent the Work Motivation Variable (X1)

**Table 4.9 Reliability Test Results of Work Motivation (X1)**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.849	.844	6

(Source: Data processing, 2020)

Based on the calculation of SPSS 24.0 in table 4.9 above, it can be seen that the Cronbach Alpha coefficient value is 0.844. So it can be concluded that the question attribute in the work motivation questionnaire (X1) has good consistency. Consistent means that if two or more measurements are taken, the same symptoms will produce the same gain, so that the results of this study can be used again and can be justified.

##### 4.3.2.2. Reliability Test of the Work-Life Balance Questionnaire (X2)

Here are the reliability test results of the 29 (twenty nine) question attributes that represent the Work-Life Balance Variable (X12)

**Table 4.10 Work-Life Balance Reliability Test Results (X12)**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.911	.915	9

(Source: Data processing, 2020)

Based on the calculation of SPSS 24.0 in table 4.10 above, it can be seen that the Cronbach Alpha coefficient value is 0.915. So it can be concluded that the attribute questions in the Work Life Balance (X2) questionnaire have good consistency. Consistent means that if two or more measurements are taken, the same symptoms will produce the same gain, so that the results of this study can be used again and can be justified.

##### 4.3.2.3. Reliability Test of the Employee Engagement Questionnaire (X3)

Following are the results of the reliability test of 29 (twenty nine) question attributes that represent Employee Involvement Variable (X3)

**Table 4:11 Results of Employee Engagement Reliability Test (X3)**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.851	.851	7

(Source: Data processing, 2020)

Based on the calculation of SPSS 24.0 in table 4.11 above, it can be seen that the Cronbach Alpha coefficient value is 0.851. So it can be concluded that the question attribute in the Employee Engagement questionnaire (X3) has good consistency. Consistent means that if two or more measurements are taken, the same symptoms will produce the same gain, so that the results of this study can be used again and can be justified.

**4.3.2.4. Employee Performance Questionnaire Reliability Test (Y)**

Following are the results of the reliability test of 23 (twenty three) question attributes that represent the level of customer expectations.

**Table 4:12 Results of Employee Performance Reliability Test (Y)**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.899	.902	7

(Source: Data processing, 2020)

Based on the calculation of SPSS 24.0 in table 4.12 above, it can be seen that the Cronbach Alpha coefficient value is 0.902. So it can be concluded that the question attribute in the Employee Performance (Y) questionnaire has good consistency. Consistent means that if two or more measurements are taken, the same symptoms will produce the same gain, so that the results of this study can be used again and can be justified.

**4.4. Analysis of the coefficient of determination**

The coefficient of determination in essence measures how far the model's ability to explain the variation in the dependent variable.

**4.4.1. Partial Determination Coefficient of Employee Motivation (X1) on Employee Performance (Y)**

The results of the partial determination coefficient of work motivation variable (X1) on employee performance can be seen in the following table:

**Table 4.13 Results of Partial Determination Coefficient of Employee Motivation (X1) on Employee Performance (Y)**

Control Variables	Work Motivation (X1)	Employee Performance (Y)
Work-Life Balance (X2) & (X1)	Correlation	1,000
	Significance (2-tailed)	.523
Employee Engagement (X3)	Df	0
	Correlation	60
	Significance (2-tailed)	.
	Df	0

Source: SPSS Output 24.0 Year 2020

Based on Table 4.13 above, it is known that the coefficient of partial determination of Work Motivation (X1) on Employee Performance (Y) is 0.523. So,

the coefficient of determination of Work Motivation (X1) on Employee Performance (Y) can be calculated as follows:

$$\begin{aligned} \text{KDy 1.23} &= r_{y,1,232} \times 100\% \\ \text{KD1} &= (0.523)^2 \times 100\% \\ &= 27.35\% \end{aligned}$$

The coefficient of determination of Work Motivation (X1) on Employee Performance (Y) is 27.35%. So it can be concluded that the effect of Work Motivation on Employee Performance of PT Bank UOB Indonesia Region 2 is 27.35% and the remaining 72.65% is influenced by other variables.

#### 4.4.2. Work Life Balance Partial Determination Coefficient (X2) on Employee Performance (Y)

The results of the coefficient of determination of the work-life balance variable (X2) on employee performance can be seen in the following table:

**Table 4.14** Results of the Coefficient of Determination Partial Work Life Balance (X2) on Employee Performance (Y)

Control Variables			Work Life Balance (X2)	Employee Performance (Y)
Work Motivation (X1) & Employee Engagement (X3)	Work Life Balance (X2)	Correlation	1,000	.279
		Significance (2-tailed)	.	.028
		Df	0	60
Employee Performance (Y)	Employee Performance (Y)	Correlation	.279	1,000
		Significance (2-tailed)	.028	.
		Df	60	0

Source: SPSS Output 24.0 Year 2020

Based on Table 4.14 above, it is known that the value of the coefficient of partial determination of Work Life Balance (X2) on Employee Performance (Y) is 0.279. So, the coefficient of determination of Work Motivation (X1) on Employee Performance (Y) can be calculated as follows:

$$\begin{aligned} \text{KDy 2.13} &= r_{y,2,132} \times 100\% \\ \text{KD1} &= (0.273)^2 \times 100\% \\ &= 7.45\% \end{aligned}$$

The value of the working life balance partial determination coefficient (X2) on employee performance (Y) is 7.45%. So it can be concluded that the effect of Work-Life Balance (X2) on Employee Performance (Y) of PT Bank UOB Indonesia Region 2 is 7.45% and the remaining 92.55% is influenced by other variables.

#### 4.4.3. Partial Determination Coefficient of Employee Engagement (X3) on Employee Performance (Y)

**Table 4.15** Results of Partial Determination Coefficient of Employee Engagement (X3) on Employee Performance (Y)

Control Variables			Employee Engagement (X3)	Employee Performance (Y)
Work Motivation (X1) & Work Life Balance (X2)	Employee Engagement (X3)	Correlation	1,000	.166
		Significance (2-tailed)	.	.198
		Df	0	60
Employee Performance (Y)	Employee Performance (Y)	Correlation	.166	1,000
		Significance (2-tailed)	.198	.
		Df	60	0

Source: SPSS Output 24.0 Year 2020

Based on Table 4.15 above, it is known that the value of the partial determination coefficient of Employee Involvement (X3) on Employee Performance (Y) is 0.166.



So, the coefficient of determination of Employee Engagement (X3) on Employee Performance (Y) can be calculated as follows:

$$\begin{aligned} \text{KDy } 3.12 &= r_{y.3.122} \times 100\% \\ \text{KD1} &= (0.166)^2 \times 100\% \\ &= 2.76\% \end{aligned}$$

The coefficient of determination of Employee Involvement (X3) on Employee Performance (Y) is 2.76%. So it can be concluded that the effect of Employee Involvement (X3) on Employee Performance (Y) of PT Bank UOB Indonesia Region 2 is 2.76% and the remaining 97.24% is influenced by other variables.

#### 4.4.4. Simultaneous Determination Coefficient

**Table 4.16** Simultaneous Determination Coefficient Test Results

**Model Summary**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.904a	.817	.808		1,478

a. Predictors: (Constant), Employee Engagement (X3), Work Motivation (X1), Work-Life Balance (X2)

Source: SPSS Output 24.0 Year 2020

Based on Table 4.16 above, it can be seen that the simultaneous coefficient of determination (Adjusted R Square) is 0.808. Then the simultaneous coefficient of determination can be calculated by the formula:

$$\begin{aligned} \text{KDy } 123 &= \text{Adjusted } R^2 \times 100\% \\ \text{KD1} &= 0.808 \times 100\% \\ &= 80.8\% \end{aligned}$$

The coefficient of determination of Work Motivation, Work-Life Balance, and Employee Involvement on Employee Performance simultaneously is 80.8%, so it can be concluded that the influence of Work Motivation, Work-Life Balance, and Employee Involvement on Employee Performance of PT Bank UOB Indonesia Region 2 is amounted to 80.8% and the remaining 19.2% is influenced by other variables.

#### 4.5. Hypothesis testing

This hypothesis test is used to measure the influence of Work Motivation (X1), Work-Life Balance (X2), and Employee Engagement (X3) on Employee Performance (Y) either partially or simultaneously.

##### 4.5.1. Partial hypothesis testing

**Table 4.17T** test result (partial)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.942	1.466		.643	.523
	Motivasi Kerja (X1)	.652	.137	.521	4.753	.000
	Keseimbangan Kehidupan Kerja (X2)	.218	.097	.290	2.252	.028
	Keterlibatan Karyawan (X3)	.141	.108	.140	1.301	.198

a. Dependent Variable: Kinerja Karyawan (Y)

Source: SPSS Output 24.0 Year 2020

Based on Table 4:17 the results of the t test above, it can be concluded that the results of testing the research variable hypothesis partially can be explained as follows:

**a. Effect of Work Motivation (X1) on Employee Performance (Y)**

Ho:  $\rho_{y1.23} = 0$  : Partially, the influence between work motivation and employee performance is not significant

Ha:  $\rho_{y1.23} \neq 0$  : partially, the effect of work motivation and employee performance is significant

Based on the results of the calculation of SPSS 24.0 in Table 4.17 The t test results obtained a significant t variable of Work Motivation (X1) of 0.000. So it can be concluded that H0 is rejected or Ha is accepted, because the significance t is smaller than the real level  $\alpha$  5% or  $0.000 < 0.05$ . This proves that partially work motivation has a significant effect on the employee performance of PT Bank UOB Indonesia Region 2.

**b. Effect of Work-Life Balance (X2) on Employee Performance (Y)**

Ho:  $\rho_{y2.13} = 0$  : Partially, the effect of work-life balance on employee performance is not significant

Ha:  $\rho_{y2.13} \neq 0$  : partially, the effect of work-life balance on employee performance is significant

Based on the results of the calculation of SPSS 24.0 in Table 4.17 The t test results obtained a significant t variable Work Life Balance (X2) of 0.028. So it can be concluded that H0 is rejected or Ha is accepted, because the significance t is smaller than the real level  $\alpha$  5% or  $0.028 < 0.05$ . This proves that partially the work-life balance has a significant effect on the employee performance of PT Bank UOB Indonesia Region 2.

**c. Effect of Employee Engagement (X3) on Employee Performance (Y)**

Ho:  $\rho_{y3.12} = 0$  : Partially, the influence between employee involvement and employee performance is not significant

Ha:  $\rho_{y3.12} \neq 0$  : partially, the influence between employee involvement and employee performance is significant

Based on the results of the calculation of SPSS 24.0 in Table 4.17 The t test results obtained a significant t variable Employee Involvement (X3) of 0.198. So it can be concluded that H0 is accepted or Ha is rejected, because the significance t is greater than the real level  $\alpha$  5% or  $0.198 > 0.05$ . This proves that partially employee involvement has no effect on employee performance at PT Bank UOB Indonesia Region 2.

**4.5.2. Simultaneous hypothesis testing**

**Table 4.18F** Test Result (Simultaneous)

Model	Sum of Squares	Df	Mean Square	F	Sig.
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**THE EFFECT OF MOTIVATION, WORK-LIFE BALANCE, AND EMPLOYEE ENGAGEMENT ON EMPLOYEE PERFORMANCE (Study at PT Bank UOB Indonesia Region 2)**

1	Regression	585,960	3	195,320	89,432	.000b
	Residual	131,040	60	2,184		
	Total	717,000	63			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Employee Engagement, Work Motivation, Work-Life Balance

Source: SPSS Output 24.0 Year 2020

Based on Table 4:18 F Test Results above, it can be concluded that the results of testing the research variable hypothesis simultaneously can be explained as follows:

Ho:  $\rho_{123} = 0$  : Simultaneously, the effect of work motivation, work-life balance, and employee involvement with employee performance is not significant

Ha:  $\rho_{123} \neq 0$  : Simultaneously, the influence of work motivation, work-life balance, and employee involvement with employee performance is significant

Based on the results of the calculation of SPSS 24.0 in Table 4.18 The results of the F test show that the significant value of F is 0.000. So it can be concluded that H0 is rejected or Ha is accepted, because the significance value of F is smaller than the real level  $\alpha = 5\%$  or  $0.000 < 0.05$ . This proves that simultaneously work motivation, work-life balance, and employee involvement have a significant effect on employee performance at PT Bank UOB Indonesia Region 2.

#### 4.5.3. Research Findings

##### a. Effect of Work Motivation (X1) on Employee Performance (Y)

Based on the hypothesis test in this study, it shows that partially work motivation has a significant effect on the performance of employees of PT Bank UOB Indonesia Region 2. This is in line with research conducted by Aldi Purnama Indrianto (2020), the results of the study show that partially motivation has a significant effect on the performance of the employees of the regional financial and asset management agencies of Jember Regency. Likewise with research conducted by Nofiza Yulanda (2017) that partially motivation has a significant effect on Employee Performance at PT Bank Sumut Pematangsiantar Syariah Branch Office.

##### b. Effect of Work-Life Balance (X2) on Employee Performance (Y)

Based on the hypothesis test in this study, it shows that partially the work-life balance has a significant effect on the employee performance of PT Bank UOB Indonesia Region 2. This is in line with the research conducted by Orogbu Lilian Obiageli (2015). The results showed that there was a significant positive relationship between leave policy and employee performance. These findings reveal that leave is a policy that motivates the ability of employees to provide services efficiently and effectively, so as a conclusion, work-life balance practices are an important factor in improving employee performance. The same is the case with research conducted by Mwangi Lucy Wambui (2017) states that work-life balance is an important aspect of work and family that must be adhered to to improve the quality of employee performance.

##### c. The Effect of Employee Engagement (X3) on Employee Performance

Based on the hypothesis testing in this study, it shows that partially employee involvement does not significantly affect the performance of employees of PT Bank UOB Indonesia Region 2. This is not in line with research conducted by Kaseger, Gian F., Sendow Greis M., and Tawas Hendra. N. (2017). The results showed that partially job involvement has a significant effect on the performance of employees of PT Bank Rakyat Indonesia Manado Branch Office. Likewise research conducted by Patil (2018). The results showed that all HRD parameters have a positive correlation with employee engagement.

## V. CONCLUSIONS AND SUGGESTIONS

### 5.1. Conclusion

Based on the description in the previous chapter, the following conclusions can be drawn:

1. Work Motivation (X1) has a significant effect (sig. 0,000 <0.05) on Employee Performance (Y) at PT Bank UOB Indonesia Region 2. This indicates that the greater the work motivation of the employees will increase the employee's performance on duties and responsibilities. answer the job.
2. Work-life balance (X2) has an impact significant (sig. 0.028 <0.05) on Employee Performance (Y) of PT Bank UOB Indonesia Region 2. This indicates that a good and increased work-life balance will certainly improve the performance of employees on their job duties and responsibilities.
3. Employee involvement (X3) has no effect (sig. 0.198 > 0.05) on Employee Performance (Y) of PT Bank UOB Indonesia Region 2. This indicates that the employee performance of PT Bank UOB Indonesia Region 2 is not influenced by employee involvement. Due to a lack of feeling psychologically attached to the work being done and a strong belief in his ability to complete the job.
4. Work Motivation (X1), Work-Life Balance (X2), and Employee Involvement (X3) simultaneously have a significant effect (sig. 0,000 <0.05) on Employee Performance (Y). This indicates that with increasing work motivation (X1), work-life balance (X2), and employee involvement (X3) will improve employee performance (Y) on the duties and responsibilities of his job.

### 5.2. Suggestion

Based on the research results, the following are some suggestions for improving the performance of employees of PT Bank UOB Indonesia Region 2, as follows:

1. On the work motivation variable (X1), it has a greater influence contribution than other variables. Due to the training programs and seminars provided at PT Bank UOB Indonesia Region 2, therefore, employees should be included in training and seminars so that the skills and abilities of employees can develop and be able to work more effectively so that employees' work motivation can improve employee performance.
2. The work-life balance variable (X2) has a significant contribution. We recommend that PT Bank UOB Indonesia Region 2 pay more attention to flexible working hours and encourage employees to take occasional breaks so that it indicates that the work-life balance of employees can improve, which is the ultimate goal to improve employee performance itself.
3. In the employee involvement variable (X3), it has a smaller influence contribution than other variables. We recommend that PT Bank UOB Indonesia Region 2 be able to provide training or family gatherings so that employees have a sense of engaged and have a feeling of being psychologically bound to the work being carried out so that it can improve the ability of employees to complete all their duties and obligations properly.

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