Factors Affecting Employee Performance: A Study of Employees at the Semarang Container Terminal

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Abstract

Background: The phenomenon of increasing awareness of work–life balance as a result of the COVID-19 pandemic underlies this research. Objective: This study aims to analyze the influence of Work-Life Balance, Work Environment, and Workload on the performance of employees at Semarang Container Terminal. Methods: This study employs a quantitative approach by distributing questionnaires to 90 respondents who work at the Semarang Container Terminal, selected through purposive sampling. The collected data were analyzed using the SPSS data processing application. Results: The results indicate that work–life balance, work environment, and workload have a significant effect on employee performance, both simultaneously and partially. Conclusion: These findings suggest that companies should consistently maintain employees' work–life balance, provide a supportive work environment, and ensure a proportional workload to sustain employee productivity and optimize overall employee performance. The practical implications of this study confirm that employee welfare programs that cover these three aspects are a strategic investment for the company, as they are proven to be able to significantly improve performance, as well as the basis for management to evaluate human resource policies to be more oriented towards the holistic well-being of employees.

INTRODUCTION

In recent years, the younger generation's perspective on work has undergone significant changes (Agrawal et al., 2024). While success was once commonly measured by long working hours and high incomes, the younger generation now places greater importance on career-life balance. The COVID-19 pandemic has significantly heightened Generation Z and Millennials' awareness of the importance of mental health, family time, and personal freedom. Moreover, living in a fast-paced digital era, this generation is beginning to reject *hustle culture* — the glorification of relentless work. Rather than pursuing high-ranking positions as rapidly as possible, this generation opts for a slower but more sustainable career trajectory. For them, life extends beyond work, home, and sleep; it also encompasses enjoying life through personal and social pursuits. With this growing awareness, many companies are adapting their organizational culture to be more work-life-friendly, one notable example being the Semarang Container Terminal.

According to Circular Letter No. KP.09.02/7/3/1/HBUP/SDMA/PLND-24 regarding employee well-being within PT Pelabuhan Indonesia (*Persero*), "every Holding, Regional,

Subholding, subsidiary, and affiliated company of Pelindo consolidated, hereinafter collectively referred to as the 'Pelindo Business Group', is expected to build strong bonds among all parties within the organization so as to generate mutual added value. Accordingly, the sustainable growth of the Pelindo Business Group's performance will be positively correlated with improvements in well-being, understood as the comprehensive welfare of Pelindo Business Group employees encompassing not only physical and financial aspects but also mental and social dimensions."

Organizations must foster a healthy work-life balance, as employees feel more empowered when leaders actively value and support it (Ahmed et al., 2024). According to Bartram et al. (2023), well-being-oriented human resource management (HRM) practices can enhance employee performance by reducing burnout and promoting thriving.

According to Manu et al. (2025), there is a significant positive relationship between work-life balance and personal well-being. This indicates that employees who effectively manage their time tend to experience higher levels of happiness, more stable mental health, and greater satisfaction with their personal lives. This finding is corroborated by Imran et al. (2025), who demonstrated that emotional exhaustion amplifies the negative impact of psychological exhaustion on performance. Opatrná and Prochazka (2023) further revealed that when employees perceive organizational support for maintaining a balance between work and personal life, their level of well-being increases, which ultimately exerts a positive impact on performance.

Furthermore, prevailing workplace phenomena demonstrate a shift in how work is perceived no longer solely from a financial perspective, but also in terms of the quality of the work environment and interpersonal relationships within it. Generation Z tends to be particularly sensitive to workplace dynamics, including the emergence of conflict, emotional stress, unhealthy communication patterns, and a lack of recognition for employee achievements. When the work environment is perceived as toxic or not conducive to personal development, Generation Z employees prefer to transition to other organizations that are perceived as more capable of valuing individual well-being and potential. This phenomenon reflects the fact that a supportive, psychologically safe work environment that provides space for growth is a crucial determinant of employee retention and performance improvement.

Based on Circular Letter No. KP.09.02/7/3/1/HBUP/SDMA/PLND-24, the objective of implementing employee well-being programs is not only to sustain work-life balance but also to cultivate healthier industrial relations and foster a harmonious and collaborative work environment for all Pelindo Business Group personnel. Interpersonal relationships in the workplace are of considerable importance in creating a sustainable work environment, as employees hold expectations that workplace relationships extend beyond collegial interactions to encompass opportunities to build connections outside of work as well (Pauli & Dudek, 2025). According to Rosalinda et al. (2025), organizations must pay attention to improving the work environment both physically and psychologically in order to support employee well-being and performance.

On the other hand, workload has become a critical issue in the modern workplace, increasingly characterized by excessive task assignments such as a single employee managing multiple job descriptions, work being assigned before or outside of working hours, and rising employee resignation rates. This situation reflects a disproportionate workload and inadequate

human resource management, which carries the potential to cause physical exhaustion and psychological stress. The imbalance between work demands and employee capacity is further exacerbated by a lack of respect for working time boundaries, which disrupts work-life balance and diminishes job satisfaction. This excessive accumulation of workload encourages employees particularly those of the younger generation to seek fairer, more supportive, and more humane working conditions, ultimately resulting in higher turnover rates and the potential erosion of overall organizational performance.

A proportional workload is also closely associated with employee well-being. According to a study conducted by the *International Labour Organization* (ILO), excessive workload can negatively affect employees' well-being and work-family balance. The study demonstrated that employees experiencing high workloads are more susceptible to stress, fatigue, and even depression. Furthermore, the study found that high workloads can disrupt employees' work-family balance, as they may be compelled to sacrifice time with their families in order to complete work tasks (Afiqah et al., 2024).

According to Raymond et al. (2023), employee performance is influenced by the proportionality of the assigned workload. Work-life balance can be affected by the level of workload faced by employees (Setiawan & Budiani, 2025). Excessive workloads deplete employees' energy and cognitive resources, which could otherwise be allocated to balancing other priorities such as family and social life. Furthermore, disproportionate workloads can induce employee silence, driven by diminished psychological energy, heightened fear of negative consequences, and a weakened belief that voicing concerns will bring about meaningful change.

Based on the foregoing discussion, employee welfare programs may be conceptualized through three variables: work-life balance, a harmonious and supportive work environment, and a proportional workload. This study aims to analyze the simultaneous and partial influence of work-life balance, work environment, and workload on the performance of employees at the Semarang Container Terminal. The novelty of this research lies in its comprehensive examination of employee welfare programs through three integrated dimensions work-life balance, work environment, and workload within the specific context of the port and logistics industry, particularly at the Semarang Container Terminal. While previous studies have examined these variables in isolation, this research uniquely positions them as a unified representation of employee well-being programs as mandated by Pelindo's circular letter. Furthermore, this study provides empirical evidence from the post-pandemic era within a critical infrastructure sector, offering contemporary insights into how welfare-oriented HRM practices directly influence employee performance in an industry characterized by high-pressure operational demands. The findings contribute to the limited body of research on employee well-being in the Indonesian port sector, where operational continuity and workforce stability are of paramount importance. It is anticipated that this study will raise awareness of the significance of work-life balance, a supportive work environment, and a proportional workload. In addition, the findings of this study are expected to offer practical contributions to organizations in formulating welfare-oriented HRM practices.

RESEARCH METHOD

This research employed a quantitative descriptive method. This type of quantitative

descriptive research involves collecting data using questionnaires to test hypotheses to answer questions regarding the current status of the research subjects (Prasastiningrum & Septyarini, 2024).

This research is explanatory in nature, explaining the influence of independent variables on the dependent variable. The independent variables in this study are Work-Life Balance (X1), Work Environment (X2), and Workload (X3). The dependent variable is Performance (Y). Hypothesis testing uses quantitative data, namely through observations expressed in numerical form using a questionnaire containing statements or questions on a Likert scale.

This study was conducted on employees working at the Semarang Container Terminal. The population of Semarang Container Terminal employees is 125. However, 90 respondents were used in the data analysis. This was based on the results of the validity test, which determined that 90 respondents were valid and met the measurement criteria, making them suitable for further data processing. The data source used was primary data. The primary data source was data obtained directly by the researcher through questionnaires distributed to 90 Semarang Container Terminal employees. According to the validity test results, 90 respondents were declared valid for all variables. This means that 90 respondents were eligible and met the research criteria.

The sampling technique used in this study was purposive sampling, which is a sampling technique conducted with certain considerations in mind. The considerations used as the standard for this study were employees who were familiar with the Semarang Container Terminal environment and had a minimum work experience of more than one year.

Data analysis employed SPSS through several stages: instrument testing (validity with r-table 0.207 and reliability with Cronbach's Alpha > 0.60), classical assumption tests (normality, multicollinearity, heteroscedasticity), multiple linear regression analysis ($Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$), hypothesis testing (t-test and F-test at 0.05 significance level), and coefficient of determination (R^2) to measure the model's explanatory power.

RESULTS AND DISCUSSION
Respondent Characteristics

The total number of respondents collected in this study reached 90 employees. Based on gender, 72% of male respondents and 28% of female respondents were women. This means that the majority of respondents in this study are men. It can be reviewed in detail in the following table:

Table 1. Respondent Characteristics

Category	Sub-Category	Quantity	Percentage (%)
Gender	Male	65	72%
	Women	25	28%
Age	20-29 Years	44	49%
	30-39 Years	36	40%
	40-49 Years	11	11%
	>50 Years	0	0%
Long Time Working	1-3 Years	12	13%
	4-6 Years	24	27%

7-10 Years	31	34%	
>10 Years	23	26%	

Source: Processed data

Based on the respondent characteristics table, the majority of respondents are on average 30-39 years old as much as 53%. The majority of working time is 7-10 years as much as 34%. This means that the respondents in this study are in accordance with the direction of this study, namely employees who have worked for more than 1 year or are well acquainted with the environment of the Semarang Container Terminal.

Validity Test

Table 2. Validity Test Results

Indicator	Calculation	Indicator	Calculation	Indicator	Calculation	Indicator	Calculation
X1.1	.855	X2.1	.647	X3.1	.794	Y1	.852
X1.2	.736	X2.2	.644	X3.2	.773	Y2	.784
X1.3	.714	X2.3	.865	X3.3	.791	Y3	.773
		X2.4	.796	X3.4	.812	Y4	.748
		X2.5	.816			Y5	.810
						Y6	.826

Source: Processed data.

If the calculated R value is greater than the R table value, the question is considered valid, and if the calculated R value obtained is lower than the R table value, the question is considered invalid and cannot be used (Anggraini et al., 2022). R table can be obtained using the formula df = n-2, with n = number of respondents. So, R table is 0.207 with a significance level of 0.05. If R count > R table, the indicator is considered valid. Based on the validity test results table, all indicators are considered valid because the R count value is > 0.207. This means that all items used as research instruments are valid for study.

Reliability Test

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Number of Indicators
X1	.781	3
X2	.852	5
X3	.803	4
Y	.887	6

Source: Processed data

The reliability test was deemed reliable or acceptable because the resulting Cronbach's alpha value was >0.60 (Elviana & Febriana, 2021). This means that if the Cronbach's alpha value is above or greater than 0.600, the research instrument is considered reliable and feasible. Based on the reliability test results table, the Cronbach's alpha values for all variables met the criteria. These results indicate that the research instrument used has a good level of consistency, thus ensuring the reliability of the collected data.

T test

Table 4. Test Results t

Model	B	Say.
Constanta	-.026	.970
X1	.339	.009
X2	.329	.004
X3	.999	.000

Source: Processed data

Based on the results of the T test, a regression equation was obtained, namely:

$$Y = \alpha + \beta1X1 + \beta2X2 + \beta3X3 + \varepsilon$$
$$Y = -0.026 + 0.339X1 + 0.329\ X2 + 0.999X3 + \varepsilon$$

H1: *Work-Life Balance* has a positive and significant effect on Performance. Because *the sig* value is $0.009 < 0.05$ and the beta value indicates a positive value. Thus hypothesis 1 is acceptable.

H2: The Work Environment has a positive and significant effect on Performance. Because *the sig* value is $0.004 < 0.05$ and the beta value indicates a positive value. Thus hypothesis 2 is acceptable.

H3: Workload has a positive effect on Performance. Because *the sig* value is $0.000 < 0.05$ and the beta value indicates a positive value. Thus hypothesis 3 is acceptable.

Test F

Table 5. F Test Results

F	484.305
Sig.	.000

Source: Processed data

The value of sig. $0.000 < 0.05$ and the calculated value of $487,305 > 2.71$, indicates that simultaneously X1, X2, and X3 affect Y.

Coefficient Determination Test

Table 6. Determination Coefficient Test Results

R	.972
R Square	.944

Source: processed data

The value of R indicates a very strong relationship between independent variables and dependent variables. This shows that the model resulting from the development of the hypothesis is very good. Meanwhile, the value of R Square shows that 94.4% of the Y variation can be explained by the variables X1, X2, and X3 and the rest of the other factors that are not studied.

H1: Work-Life Balance has a significant positive effect on Performance.

Work-life balance has a significant impact on improving the performance quality of Semarang Container Terminal employees. When individuals are able to balance work demands with personal needs, they tend to work with greater focus, feel more emotionally comfortable, and have more stable motivation. This condition ultimately impacts productivity and their ability to complete tasks optimally. According to Ilmiyah & Anshori (2025), in the long term, poorly managed work stress can cause serious problems such as emotional exhaustion, health problems, workplace conflicts, and a general decline in employees' quality of life. These

problems directly impact employee concentration at work, decrease motivation, and even decrease employee performance. Furthermore, this finding aligns with the findings of Yasmin & Rahmawati (2025), Prasista et al. (2025), Murdiono et al., (2023), and Ramdhani & Rasto (2021), which prove that work-life balance has a positive and significant impact on employee performance.

The average work-life balance score reached 3.58, indicating a high level of work-life balance at the Semarang Container Terminal. This means that employees' work-life balance remains unbalanced. This suggests that work-life balance is not yet evenly achieved, suggesting that the company still has room to improve management policies and practices that support employee well-being.

H2: Work environment has a significant positive effect on performance.

The work environment has a significant impact on improving the performance of Semarang Container Terminal employees. When the workplace is comfortable, safe, and supportive of daily activities, employees tend to exhibit more stable motivation and better focus in completing tasks. A conducive work environment helps reduce psychological stress, enabling individuals to work more effectively and maintain productivity. Furthermore, harmonious inter-employee relationships and adequate work facilities contribute to strengthening the internal drive to achieve organizational goals.

According to Cakir et al. (2025), leaders who can create a supportive environment can improve work motivation and organizational performance. By building a supportive environment that emphasizes vision, hope, altruistic love, and organizational commitment, leaders can improve work ethic, job satisfaction, and overall performance (Sharmin et al., 2025). This shows that aspects of the work environment, both physical and non-physical, can influence employee performance.

The average score for the work environment variable was 2.92, indicating that the work environment at Semarang Container Terminal is in the moderate category. This value indicates that most respondents agreed that the work environment at the company is at a moderate level, where some aspects of the work environment are considered quite supportive, while others have not fully met expectations. In other words, the work environment cannot be said to be completely good, but it is not in a bad condition either. This finding indicates that there are still certain elements that need to be improved so that the work environment can provide optimal comfort, productivity, and motivation for all employees.

Defriansyah et al. (2025), Khotimah & Rochayata (2024), and Kharisma et al. (2025) revealed that the work environment has a significant positive influence on employee performance. This finding is similar to that of Puspita & Darwin (2023), who stated that the physical and non-physical work environments simultaneously have a significant positive influence on employee performance. This means that both the physical and non-physical work environments influence employee performance.

H3: Workload affects employee performance

Workload has a significant impact on improving employee performance at the Semarang Container Terminal. When assigned tasks align with individual capacities and abilities, employees tend to be able to complete their responsibilities more effectively and demonstrate more consistent work performance. Conversely, excessive workloads can trigger physical and mental fatigue, potentially reducing focus and productivity. These findings demonstrate that

proportional workload management is a crucial factor in ensuring employees can perform optimally. This finding aligns with those of Abduh et al. (2025) and Azizah & Sukarno (2024), which demonstrate that workload has a significant impact on performance.

The average score for the workload variable, 3.67, places it in the high category, indicating that some respondents felt their workload was not yet at an ideal level. This finding suggests that some employees feel their assigned tasks are disproportionate.

CONCLUSION

Based on the results of the analysis of research data regarding *work-life balance*, Work Environment, and Workload on the performance of Semarang Container Terminal Employees, several important conclusions were obtained as follows: (1) *Work-Life Balance* has a significant positive effect on Employee Performance. (2) The Work Environment has a significant positive effect on Employee Performance. (3) Workload has a significant effect on Employee Performance. (4) *Work-Life Balance*, Work Environment and Workload simultaneously have a significant effect on Employee Performance. The variable that has the most influence on performance is workload as evidenced by the highest constant value, followed by the *work-life balance variable*, and the work environment variable as supporting factors. It can be concluded that welfare programs consisting of *work-life balance welfare*, a harmonious and supportive work environment, and a proportional workload have a significant influence on employee performance. It is proven through the results of the hypothesis test that *the variables Work-Life Balance*, Work Environment and Workload have a simultaneous effect on Employee Performance. Suggestions for the Semarang Container Terminal are the need for a broader and more comprehensive evaluation of policies and work practices that affect the work-life balance of employees, the work environment both from physical and psychological aspects, and the portion of workload so as not to reduce employee productivity. The suggestion for the next researcher is that it is necessary to develop factors that affect employee performance based on *the Goal-Setting Theory* and other welfare factors.

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