Research Article

The Influence of Work Discipline, Work-Life Balance, Employee Engagement on Employee Performance at PT Globalindo Intimates Klaten

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Abstract: This study aims to analyze the impact of work discipline, work-life balance, and employee engagement on employee performance at PT Globalindo Intimates Klaten. The population for this research consisted of approximately 3,000 employees, with a sample of 97 respondents selected using purposive sampling. This sampling method was employed to target employees who met specific criteria relevant to the research objectives. The data for the study were collected through a questionnaire that utilized a Likert scale, and the analysis was conducted using SPSS software. The analytical process included validity and reliability tests, classical assumption tests, and hypothesis testing. The results of the study indicated that work discipline, work-life balance, and employee engagement had a positive and significant effect on employee performance, both independently and in combination. Specifically, work discipline plays a key role in ensuring that employees adhere to organizational rules and regulations, which contributes to improved performance. Work-life balance helps employees manage their personal and professional lives, reducing stress and improving overall job satisfaction, which in turn enhances performance. Employee engagement, which refers to the level of enthusiasm and commitment employees have toward their work, was found to significantly influence their performance as well. The study suggests that organizations should focus on fostering a strong work ethic, providing support for work-life balance, and increasing employee engagement in order to improve overall performance. The findings emphasize that when employees are disciplined, maintain a healthy work-life balance, and are engaged with their work, their productivity increases, leading to improved outcomes for the organization. This research highlights the importance of these factors in creating a motivated and high-performing workforce, and the results can be used to inform human resource strategies in other organizations aiming to improve employee performance and achieve organizational success.

Keywords: Employee Engagement; Employee Performance; Work Discipline; Work-Life Balance.

1. Introduction

To encourage increased employee productivity, companies need to foster and maintain discipline in the workplace. Discipline within the workplace constitutes a fundamental aspect of human resource strategies due to its strong correlation with the optimal allocation and use of corporate assets (Pelni et al., 2021). Generally, employees already recognize that discipline is a key factor determining success, and therefore, it must be implemented by every individual in the workplace. Consistent discipline will lead to a more organized workflow and maximized results (Cahyo Tri Anggoro, 2022). Furthermore, discipline reflects a person's commitment and consistency, with those who maintain high levels of discipline tending to be more successful in completing their tasks optimally.

Apart from work discipline, Achieving harmony between one's work responsibilities and personal life has a substantial impact on how well employees perform. This equilibrium reflects an individual's capacity to handle and navigate different challenges, whether they stem from workplace pressures or domestic obligations (Badrianto & Ekhsan, 2021). When

someone is able to maintain this balance well, they tend to be more focused and productive at work without neglecting personal matters.

Ensuring equilibrium between job demands and personal life is essential for organizations to sustain both productivity and the overall well-being of their workforce. Asari (2020) states that employees who manage their time and responsibilities effectively between work and personal life tend to work more effectively and experience less stress. This not only benefits their mental health but can also foster a stronger sense of responsibility, loyalty, and attachment to the company they work for.

The level of employee engagement is a pivotal contributor to improved performance outcomes across personal and organizational domains. It signifies the depth of motivational drive and emotional attachment that employees experience toward their workplace. According to research by Bakker & Albrecht (2018), high employee engagement is closely linked to improved work performance, the ability to innovate, and loyalty to the company. Actively engaged employees typically have a strong drive to contribute their best, which ultimately positively impacts company productivity.

PT Globalindo Intimates is a privately held garment company operating in Indonesia and continuously strives to improve its performance. This effort is achieved by optimally managing its human resources to face increasingly competitive business conditions. Employee performance is strongly influenced by the level of work discipline maintained. However, further in-depth research is needed to evaluate the effectiveness of the management strategies implemented so far.

PT Globalindo Intimates also faces challenges in ensuring employees maintain a work-life balance. Because the garment industry has a busy and demanding work schedule, this balance requires special attention from management. An imbalance between work and personal life may result in reduced productivity and heightened stress among employees, which in turn can adversely affect the standard of output they produce (Rahmawati et al., 2021). Therefore, It is essential for organizations to comprehend the extent to which work-life balance impacts employees' job performance within the work environment.

Fostering employee engagement represents a strategic priority in PT Globalindo Intimates' approach to improving overall performance outcomes. Highly engaged employees tend to create a better work environment, increase motivation, and strengthen their commitment to the company. According to a study by Saks & Gruman (2020), companies that implement effective engagement strategies are able to increase employee retention rates while reducing employee turnover, ultimately positively impacting the company's operational stability.

Despite the abundance of research on factors affecting employee performance, few have simultaneously assessed the effects of workplace discipline, balance between work and personal life, and the level of employee involvement, particularly in the garment manufacturing sector. Accordingly, this study endeavors to bridge that research gap by evaluating the integrated effects of these three variables on employee performance at PT Globalindo Intimates Klaten.

2. Literature Review

This study used the Social Exchange Theory approach. This theory, developed by John W et al., explains that employees who feel their needs are met by the company tend to improve their work performance and demonstrate attitudes and behaviors that align with the company's expectations.

    a. Darmadi (2021) discipline can be defined as the conscious readiness of an individual to comply with established company policies and the broader societal standards. Discipline means understanding and acknowledging the importance of complying with existing rules to create order and shared success. With this understanding, it will be easier for an individual to implement the rules and principles that apply within the organization.

    b. Work-life balance is a condition in which a person successfully manages and balances work or career, family, and other responsibilities. It is important for everyone to manage their time and responsibilities effectively to avoid conflicts between personal, work, and family life. Several factors such as work flexibility, working hours, family roles, leisure time, demographics, well-being, and relocation play a significant role in maintaining this balance. Failure to maintain this balance can lead to feelings of

unhappiness, job dissatisfaction, fatigue, and work-life conflict (Mardiani & Widiyanto, 2021).

c. According to Syihabudhin & Pristiwiana (2020), employee engagement reflects an employee's emotional and cognitive attachment to the organization.. In other words, this engagement creates a close bond between employees and the company, so that employees remain enthusiastic and engaged with their work and the company they work for.

d. According to Adhari (2020), employee performance represents the measurable output generated through the execution of assigned duties over a defined period, encompassing both the efficiency and effectiveness of the work performed.

3. Proposed Method

This study uses a quantitative approach, a method that is carried out in a planned, structured, and systematic manner. As explained by Mufiyanto (2024), a quantitative study is a scientific study focused on analyzing the components of a phenomenon and the relationships between them. The primary goal of this approach is to develop and utilize mathematical or statistical models while simultaneously testing hypotheses related to the phenomenon being studied.

The research location was PT Globalindo Intimates Klaten, a garment company operating in the manufacturing sector. The study population included all 3,000 employees at the company, with a sample size of 97 individuals. A purposive non-probability sampling method was utilized, involving the deliberate selection of participants who met specific qualifications, without relying on randomization.

3.1. Algorithm/Pseudocode

Algorithm 1. Algorithm Title

INPUT: X1 Work Discipline, X2 Work-Life Balance, X3 Employee Engagement
OUTPUT: Y Employee Performance

1: Identify the population and sample of employees of PT Globalindo Intimates Klaten.
2: Distribute a questionnaire based on variables X1, X2, and X3 using Likert scale.
3: Collect and tabulate questionnaire data.
4: Test the validity and reliability of the instrument.
5: Test the classical assumptions (normality, multicollinearity, and heteroscedasticity).
6: Conduct multiple linear regression analysis to determine the effect of X1, X2, and X3 on Y.
7: Interpret the results of the T- and F-tests to determine the significance of each variable.
8: Conclude the effect of work discipline, work-life balance, and employee engagement on employee performance.

3.1.1. Subsubsection

- Work discipline contributes significantly to enhancing the productivity levela of employees.
- Maintaining work-life balance promotes employee wellness and helps minimize stress associated with job demands.
- When employees are engaged, they tend to develop a deeper sense of attachment to the organization and are more motivated to participate in efforts that lead to its success
  a. Questionnaires were distributed to 97 respondents selected using purposive sampling.
  b. Data were analyzed using SPSS version 25.
  c. The testing process encompassed validity and reliability assessments, evaluation of classical assumptions, and the application of multiple linear regression analysis.

3.2. Math Component Format
Theorem (1) used for calculating Validity Testing

$$r = \frac{N\sum XY - (\sum X)(\sum Y)}{\sqrt{[N\sum X^2 - (\sum X)^2][N\sum Y^2 - (\sum Y)^2]}}$$

Theorem (2) used for calculating Reliability

$$\alpha = \frac{K}{K-1} \times \left(1 - \frac{\sum \sigma_i^2}{\sigma_t^2}\right)$$

Theorem (3) used for calculating Multiple Linear Regression Analysis

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + ... + \beta_n X_n + e$$

Theorem (4) used for calculating Simultaneous Significance Test (F Test)

$$F = \frac{\frac{R^2}{k}}{\frac{(1-R^2)}{(n-k-1)}}$$

Theorem (5) used for calculating Coefficient of Determination (R2)

$$F = \frac{\frac{R^2}{k}}{\frac{(1-R^2)}{(n-k-1)}}$$

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4. Results and Discussion

The results of the respondent characteristics show that the majority of respondents in this study were women, as many as 73 people, while men numbered 24 people. The largest age group was those aged over 30 years, with a total of 48 respondents. In terms of educational level, the majority of respondents had a high school or vocational high school education, as many as 66 people. In terms of work period, 52 respondents had worked for more than five years. Meanwhile, if seen from the division of labor, the majority of respondents came from the production division with a total of 24 people.

4.1 Results of Instrument Validity and Reliability Tests
Table 1. Validity Test Result

Variable	Items	r count	r table	Conclusion
Work Discipline (X1)	X1.1	0,933	0.1996	Valid
	X1.2	0,897	0.1996	Valid
	X1.3	0,881	0.1996	Valid
	X1.4	0,918	0.1996	Valid
Work-Life Balance (X2)	X2.1	0,905	0.1996	Valid
	X2.2	0,892	0.1996	Valid
	X2.3	0,865	0.1996	Valid
Employee Engagement (X3)	X3.1	0,892	0.1996	Valid
	X3.2	0,913	0.1996	Valid
	X3.3	0,876	0.1996	Valid
Employee Performance (Y)	Y.1	0,902	0.1996	Valid
	Y.2	0,898	0.1996	Valid
	Y.3	0,931	0.1996	Valid
	Y.4	0,920	0.1996	Valid

Based on the results above, all research instrument items exceeded the table's r value og 1.996. This indicates the each instrument item in each variable has a significant correlation and is suitable for use in subsequent analyses.

Table 2. Reliability Test Result

Reliability Statistics		
Variable	Cronbach's Alpha	N of Items
Work Discipline (X1)	0.929	4
Work-Life Balance (X2)	0.865	3
Employee Engagement (X3)	0.873	3
Employee Performance (Y)	0.933	4

The results in the table demonstrate that each construct in the research instrument yields a Cronbach's Alpha value above 0.60, indicating a high level of internal consistency. Hence, it can be inferred that the variables used in this study are considered reliable.

Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test			
	Statistic	df	Sig.
Unstandardized Residual	0,079	97	0,148

The significance value shown in the table is 0.148, which exceeds the threshold of 0.05. This implies that the residuals are normally distributed, thus fulfilling the assumption of normality and allowing the data to proceed to further analysis.

Table 4. Muliticollinearity Test

Variable	Tolerance	VIF
Work Discipline (X1)	0,185	5,404
Work-Life Balance (X2)	0,125	7,979
Employee Engagement (X3)	0,264	3,789

According to the table, each independent variable in the regression model has a tolerance value > 0.10 and a VIF < 10. This suggests the absence of multicollinearity issues, meaning the variables are not strongly correlated and the regression assumptions are satisfied.

Table 5. Heteroscedasticity Test

Variable	Sig.
Work Discipline (X1)	0,777
Work-Life Balance (X2)	0,699
Employee Engagement (X3)	0,342

The output from the heteroscedasticity test reveals that all independent variables possess a significance level above 0.05, indicating no evidence of heteroscedasticity. Thus, the model is deemed to fulfill the assumption of homoscedasticity.

Tabel 6. Multiple Linier Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0,114	0,525		-0,216	0,829
	Work Discipline (X1)	0,329	0,077	0,334	4,250	0,000
	Work-Life Balance (X2)	0,627	0,138	0,434	4,535	0,000
	Employee Engagement (X3)	0,314	0,093	0,223	3,378	0,001

Based on the analysis conducted using SPSS version 25, the results are as follows:

a. The constant value is -0.114, indicating that if all independent variables (Work Discipline, Work-Life Balance, and Employee Engagement) are zero, the predicted employee performance would be -0.114. However, the significance value is 0.829 (greater than 0.05), suggesting that the constant does not have a statistically significant effect on the model. Therefore, the constant does not contribute meaningfully to predicting employee performance.

b. The regression coefficient for Work Discipline is 0.329, with a significance value of 0.000 and a t-value of 4.250. Since the significance value is less than 0.05 and the t-value exceeds the critical t-table value (1.98580), it can be concluded that Work Discipline has a positive and significant effect on employee performance. This means that higher work discipline leads to better performance outcomes.

c. The coefficient for Work-Life Balance is 0.627, with a significance value of 0.000 and a t-value of 4.535. These results indicate that Work-Life Balance also positively and significantly affects employee performance. A more balanced work and personal life contributes to improved performance in the workplace.

d. The regression coefficient for Employee Engagement is 0.314, with a significance value of 0.001 and a t-value of 3.378. These findings show that Employee Engagement has a positive and significant influence on employee performance. Greater emotional and intellectual involvement of employees with their work and organization results in enhanced performance.

Table 7. T-Test (Hypothesis)

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0,114	0,525		-0,216	0,829
	Work Discipline (X1)	0,329	0,077	0,334	4,250	0,000
	Work-Life Balance (X2)	0,627	0,138	0,434	4,535	0,000
	Employee Engagement (X3)	0,314	0,093	0,223	3,378	0,001

- H1: The first hypothesis test indicates that Work Discipline has a positive and significant effect on Employee Performance. This conclusion is supported by a significance value of 0.000, which is below the threshold of 0.05, and a t-statistic of 4.250, Therefore, Hypothesis 1 is accepted.
- H2: The second hypothesis test shows that Work-Life Balance affects employee performance. This is evidenced by a coefficient value of 0.627, a significance level of 0.000, and a t-count of 4.535. Therefore, Hypothesis 2 is accepted.
- H3: The third hypothesis test demonstrates that Employee Engagement has a positive and statistically significant impact on Employee Performance. This is evidenced by a significance value of 0.001 and a t-value of 3.378. Thus, Hypothesis 3 is accepted.

Table 8. F Test (Simultaneous)

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	920,660	3	306,887	259,800	,000[b]
	Residual	109,856	93	1,181		
	Total	1030,515	96			

As shown in the table, the significance level is below 0.05, implying that the independent variables jointly exert a statistically significant influence on the dependent variable.

Table 9. Coefficient of Determination Test (R-Squared)

Model	R	Adjusted R Square
1	,945[a]	0,890

Based on Table 9, the coefficient of determination (Adjusted R Square) of 0,890 indicates that 89% of the variation in the dependent variable can be explained by the independent variables used in the study. The other 11% is attributed to variables not included within the scope of this study. This high value demonstrates that the model possesses excellent explanatory and predictive power.

5. Conclusions

The t-test results show that work discipline, work-life balance , and employee engagement significantly influence employee performance, both partially and simultaneously. Based on these findings, the company is advised to continue improving these factors to support the achievement of the company's vision and mission. Future researchers are advised to add other variables such as leadership style or work culture to expand the study of factors that influence employee performance.

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