

The Role of Work-Life Balance and Competence on the Performance of Probolinggo Class IIB Prison Employees

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ARTICLE INFO

Article history:

DOI:

[10.30595/pssh.v26i.1817](https://doi.org/10.30595/pssh.v26i.1817)

Submitted:

July 14, 2025

Accepted:

September 02, 2025

Published:

September 10, 2025

Keywords:

Work-Life Balance;
Competence; Employee
Performance

ABSTRACT

The quality of human resources (HR) and effective management are the keys to organizational success. However, the performance of prison employees is faced with significant challenges such as workload due to overcapacity, limited resources, and high work pressure. Although efforts to improve competence continue to be carried out, the results of the performance assessment show that some aspects such as inmate services and security have not reached the optimal target. This study aims to fill the research gap from the results of previous research, with the title The Role of Work-Life Balance and Competency on the Performance of Class IIB Probolinggo Prison Employees with a quantitative method, using 58 respondents and saturated sampling techniques through questionnaires. The data analysis technique of this study uses instrument testing, classical assumptions, multiple linear regression, hypothesis test and R2 determination coefficient. The results of the study show that work-life balance and competence have a positive and significant effect on employee performance. These findings indicate that improving work-life balance and employee competencies can increase the effectiveness of task implementation and service quality in the prison environment. This study provides recommendations for prison managers to develop policies that support work-life balance and competency improvement as the main strategy in improving employee performance in a sustainable manner. The results of the R2 determination coefficient test are 85.4%.

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1. INTRODUCTION

The quality of human resources (HR) is a major factor in the success of an organization or company. Effective HR management is essential to achieve organizational goals by maximizing employees' potential and providing space for their development (Syawal et al., 2023). In the midst of rapid change, companies must be able to adapt and optimize various aspects to remain competitive. Innovation is the key to winning business competition, and the development of competent human resources allows companies to compete in the global market and produce output on target (Bibi, 2018).

Therefore, planned and structured human resource management (HRM) is needed for optimal results. However, the decline in the quality of the workforce in Indonesia is a concern because it can hinder national economic growth. Employee job satisfaction is also an important aspect in HRDM, because a high level of satisfaction can improve the company's work ability, performance, and service quality (Yunaz et al., 2023). Work-

life balance is an important factor that affects employee performance. This condition allows individuals to manage work demands and personal needs in harmony, thereby reducing stress, increasing job satisfaction, and motivating productivity (Zalzela et al., 2023).

Employees who are able to maintain this balance tend to have higher productivity and lower absenteeism rates, while imbalances can lead to burnout and decreased performance (Adnan et al., 2022). In addition, employee competencies including knowledge, skills, and professional attitudes are also crucial in carrying out their duties, especially in complex prison environments (Yanna Sri, 2024). However, these two factors do not always directly improve performance, but employees with high competence are usually able to complete tasks more effectively and understand work procedures well (Jannah et al., 2022).

There is a gap in previous research related to the role of work ethic as an intervening variable in the relationship between work-life balance and competence to performance that is still underexplored (Scott, 2021). Previous research has tended to look at the direct influence of work-life balance on performance, or the effect of workload on job satisfaction, without taking into account how work ethic can strengthen or weaken those relationships (Arifin et al., 2023), (Hidayat, 2022) (Pujianti et al., 2025) and (Harefa & Veri, 2024). In fact, a high work ethic can be an important factor in improving employee performance, especially in stressful working conditions.

Some studies show different results regarding the effect of work-life balance on performance (Putra & Indrawijaya, 2024). There are studies that have found positive and significant influences (Kumar, 2022), (Dawn, 2024) and (Kurniasari & Bahjahtullah, 2022), while other studies have shown no or even negative effects if work-life balance is not properly managed (Permatasari et al., 2024), (Subari & Sawitri, 2022) and (Indradewa & Prasetio, 2023). This suggests that there are other variables to consider, such as work ethic, that can intervene in the relationship between work-life balance and performance (Azizah et al., 2023).

This condition indicates the need to consider other variables, such as work ethic, which can act as intervening variables in the relationship between work-life balance and performance (Azizah et al., 2023). Therefore, this study, which examines the role of work ethic in depth, is needed to provide a comprehensive understanding and support efforts to improve employee performance effectively. Employee performance is an important factor in the success of the organization, including in prisons. Prison employees must have technical skills and be able to manage work pressure and maintain motivation to remain productive.

Challenges such as high workload, limited facilities, and overcapacity at the Probolinggo Class IIB Prison make the conditions even more complex. The following table describes the conditions and challenges of employees related to work-life balance, competence, work ethic, and performance.

Table 1. Observation of Research Phenomena

Variable	Target	Realization	Achievements
Increasing Prisoner/Prisoner/Child Care Services, Controlling Infectious Diseases and Improving the Quality of Life of Inmates Participating in Narcotics Rehabilitation in the region	100%	90%	10% Not Reached
Increasing Personality Development Services, Vocational Training, Education and Handling of High-Risk Inmates	100%	78%	22% Balum Achieved
Increased Security Services and Order in the region according to standards	100%	90%	10% Not Reached
Increasing Support for Task Force Management Services	100%	100%	Reached

Source : Data processed by researchers (2025)

Table 1. shows that of the four variables measured, only the support of the work unit management service reached the 100% target. Other variables such as inmate care services, infectious disease control, and security services are still in the range of 78%-90%, have not met the target and need to be improved. This condition is the basis for the importance of research on the influence of work-life balance, competence, and the role of work ethic on employee performance. The Class IIB Probolinggo Prison faces challenges such as overcapacity, limited resources, and high work pressure, so employees must have optimal performance so that the services and coaching of inmates run effectively and efficiently.

Research at the Class IIB Probolinggo Prison revealed the main challenge in the form of overcapacity that causes a heavy workload for employees in managing inmates and carrying out complex tasks. Although efforts to improve performance through evaluation and training continue to be carried out, the balance between work and personal life of employees is an important issue to prevent stress that reduces productivity (Baskoro et al., 2024). Previous studies have shown that the influence of work-life balance on employee performance is still diverse and underexplored (Yunaz et al., 2023).

The suboptimal performance conditions of employees, especially related to quality, quantity, and cooperation, as well as challenges in prisons such as limited resources and high work pressure, confirm the need for further research to understand the factors that affect performance (Saiba et al., 2021). This research is important to fill the literature gap and provide empirical evidence regarding the influence of work-life balance and competence on employee performance, as well as the role of work ethic as an intervening variable. The results of the research are expected to be the basis for more effective policies in improving the performance of employees in the correctional environment.

2. LITERATURE REVIEW

2.1 Performance

(Mangkunegara, 2015) Define performance as the result of work in terms of quality and quantity achieved by an employee in carrying out duties according to his responsibilities. The following are indicators to measure the performance of Probolinggo Class IIB Prison employees, which are obtained directly:

1. Increasing Prisoner/Prisoner/Child Care Services and Infectious Disease Control
2. Increasing Personality Development Services, Vocational Training, Education, and Handling of High-Risk Inmates
3. Improving Security and Order Services According to Standards
4. Increasing Support for Work Unit Management Services (Satker)

2.2 Work-Life Balance

(Anggraeni & Mulyana, 2021) states that work-life balance is a condition in which individuals are able to be committed to work and family and responsible for non-work activities, so that roles in the workplace and outside of work can be balanced. The indicators of work-life balance are as follows:

1. Time Balance
2. Balance of Engagement
3. Balance of Satisfaction
4. Strain
5. Energy

2.3 Competence

(Robbins, 2021) states that competence is the ability or capacity of a person to perform various tasks in a job, which are determined by intellectual and physical factors. Competency indicators (Suswati et al., 2021) include:

1. Knowledge
2. Understanding
3. Skills/Abilities (Skills)
4. Value
5. Attitude

3. RESEARCH METHODOLOGY

This study is an explanatory research with a quantitative approach that tests the hypothesis of the influence of several variables on investment decisions (Scott, 2018). The sample consisted of 58 employees of the Probolinggo Class IIB Prison, who were selected using the saturated sampling technique using the Probability Sampling method. Data analysis was carried out by multiple linear regression to find out the relationship between variables. The collected data is then processed using validity tests and reliability tests. Then it is presented with the results of data analysis and finally given conclusions and suggestions. The analysis technique used in this study uses multiple linear regression analysis with the help of SPSS 25 for Windows (Scott, 2018).

4. Results and discussions

4.1 Validity Test Results

The validity test is used to test the extent to which the accuracy of a measuring device can reveal the concept of the symptoms or events being measured. The statement in the questionnaire is declared valid if the value of r is calculated $> r$ of the table and is significant < 0.05 (Scott, 2018). This validation test can be seen in the following Table 2.

Based on the results of the validity test in table 4.8, it can be seen that the correlation between each indicator of work-life balance variables (X1), competence (X2), employee performance (Y) shows valid test results, this is because r is calculated $> r$ table (0.259) and the significance value < 0.05 (5%). Therefore, it can be concluded that from all the items of the statement of variables of work-life balance (X1), competence (X2), employee performance (Y) are declared valid.

Table 2. Data Validity Test Results

Yes	ItemStatement	Criterion 1		Criterion 2		Information
		Table r values	Calculated r-value	Sig value	Alpha	
Work-Life Balance (X1)						
1	Item 1	0,259	0.915	0.000	0,05	Valid
2	Item 2	0,259	0.897	0.000	0,05	Valid
3	Item 3	0,259	0.900	0.000	0,05	Valid
4	Item 4	0,259	0.921	0.000	0,05	Valid
5	Item 5	0,259	0.899	0.000	0,05	Valid
Competencies (X2)						
1	Item 1	0,259	0.888	0.000	0,05	Valid
2	Item 2	0,259	0.915	0.000	0,05	Valid
3	Item 3	0,259	0.917	0.000	0,05	Valid
4	Item 4	0,259	0.914	0.000	0,05	Valid
5	Item 5	0,259	0.931	0.000	0,05	Valid
Employee Performance (X3)						
1	Item 1	0,259	0.907	0.000	0,05	Valid
2	Item 2	0,259	0.927	0.000	0,05	Valid
3	Item 3	0,259	0.921	0.000	0,05	Valid
4	Item 4	0,259	0.940	0.000	0,05	Valid

Source : Data processed by researchers (2025)

4.2 Reliability Test Results

Table 3. Reliability Test Results

Variable	Cronbach Alpha Values	Standart Alpha	Information
Work-Life Balance (X1)	0,826	0,06	Reliable
Competencies (X2)	0,828	0,06	Reliable
Employee Performance (Y)	0.846	0,06	Reliable

Source : Data processed by researchers (2025)

Based on the results of the reliability test in table 4.9 The results of the Reliability Test are known that in the variable instrument work-life balance (X1) with a Cronbach's Alpha value of 0.826, competence (X2) with a Cronbach's Alpha value of 0.828 and employee performance (Y) with a Cronbach's Alpha value of 0.846. It can be stated that the instrument in this study has been reliable because the Cronbach Alpha value is greater than 0.06.

4.3 Multiple Linear Regression Analysis

Table 4. Multiple Linear Regression Processing Results

Dependent Variable Y = Performance						
Variable	Reg. Coeff	Std. Error	Beta	t Count	t table	Sig
C = Constant	0.721	0.969				
Work-Life Balance	0.244	0.109	.278	6.786	2,004	0,000
Competence	0.591	0.111	.665	8.050	2,004	0,000
R- Square	= 0.859					
Adjusted R-Square	= 0.854					
R Table	= 0.259					
T Table	= 2,004					

Source : Data processing results (2025)

Based on the results of the calculation obtained, shown in Table 4 mentioned above, the regression equation is obtained which is stated as follows:

$$Y = 0.721 + 0.244 (X1) + 0.591 (X2)$$

The equation can be explained if the constant is positive, which means that if the variables of Work-Life Balance (X1), Competency (X2), the value is fixed (constant) or there is no change, then Employee Performance (Y), meaning that if Work-Life and Competence are increasingly paid attention to and improved, it will have an impact on Employee Performance.

1. The work-life balance coefficient produces positive findings, meaning that if the balance variable (X1) increases by 1 unit significantly, it will increase the value of the employee performance variable (Y). This indicates that any increase of one unit in the employee's work-life balance will directly increase their performance value significantly. In other words, the better the employee is at managing and balancing the demands of work and personal life, the higher their ability to work optimally and productively, thus having a positive impact on achieving organizational goals.
2. The competency coefficient produces positive findings, meaning that if the competency variable (X2) increases by 1 unit significantly, it will increase the value of the employee performance variable (Y). This means that every increase of one unit in the employee competency level will have a direct impact on a significant increase in employee performance value. In other words, increasing the competencies of employees will encourage them to work more effectively and efficiently, so that the overall performance of the organization also increases.

4.4 Partial Hypothesis Proof (t-Test)

1. Work-Life Balance (X1)

The work-life balance variable has a significance value of 0.000 that is smaller than the significance level of 0.05. As for t, the value of 6,786 > from t in the table of 2,004. Therefore, based on these results, it can be stated that the work-life balance variable has a positive and significant effect on the employee performance variable. So it can be said that the first hypothesis is "accepted"

2. Competencies (X2)

The competency variable has a significance value of 0.000 that this value is smaller than the significance level of 0.05. As for t, the value of 8,050 > from t in the table 2,004. Therefore, based on these results, it can be stated that the competency variable has a positive and significant effect on the employee performance variable. So it can be said that the second hypothesis is "accepted"

4.5 Coefficient of Determination R²

Based on the results of the determination coefficient test in table 4, an adjusted R-square value of 0.854 or 85.4% can be obtained. The results of the analysis mean that the ability of independent variables (work-life balance, competence) in this study affects the dependent variable (employee performance) by 85.4%. While the remaining 14.6% was influenced by other factors outside of independent variables.

4.6 The Influence of Work-Life Balance Variables on Employee Performance

This study revealed that the work-life balance variable has a positive and significant influence on the performance of Probolinggo Class IIB Prison employees. These findings show that the better the employee's ability to maintain a balance between the demands of work and the needs of their personal life, the higher the performance they can achieve in carrying out their duties in a challenging prison environment. Work-life balance is measured through several key indicators, namely time balance, engagement, satisfaction, strain management, and energy (Zaky, 2022).

Time balance reflects the employee's ability to manage time proportionally between work and personal life so that there are no conflicts that can interfere with performance (Tumba et al., 2024). A balance of engagement indicates a balanced level of attention between work and personal life, so that the two can run without interfering with each other. The satisfaction balance indicator refers to the level of satisfaction of employees with their balanced working conditions and personal life, which plays an important role in increasing motivation and morale (Timbuleng et al., 2023). Effective tension management is essential so that work pressure does not negatively impact the mental and physical health of employees (Lie et al., 2025). The availability of sufficient physical and mental energy allows employees to carry out their duties optimally without experiencing excessive fatigue (Sidik, 2021).

The positive influence of work-life balance is reflected in the improvement of various aspects of prison employee performance, such as inmate care services, infectious disease control, personality development, vocational training, education, handling of high-risk inmates, and security and order services according to

standards (Tumba et al., 2024). Employees who are able to maintain a work-life balance show better ability to provide optimal service in these areas. In addition, the support of work unit management services (Satker) has also increased, indicating the effectiveness of administrative task management and better coordination (Ramdhani & Rasto, 2021).

These findings are in line with the results of previous research that showed that work-life balance has a significant positive effect on employee performance in various organizational contexts (Syawal et al., 2023; Yunaz et al., 2023; Zalzela et al., 2023). shows that work-life balance significantly improves employee performance. Other studies also confirm that policies that support work-life balance, such as time flexibility and family leave, can increase employee productivity and job satisfaction (Amalia & Setyaningrum, 2024; Anggraeni & Mulyana, 2021; Subari & Sawitri, 2022; Waworuntu et al., 2022).

Overall, the results of this study strengthen the evidence that good work-life balance management is very important to reduce stress, increase job satisfaction, and motivate Probolinggo Class IIB Prison employees to work more productively and with quality. Therefore, organizations need to pay special attention and develop policies that support employee work-life balance as the main strategy in improving overall and sustainable performance in the correctional environment.

4.7 The Influence of Competency Variables on Employee Performance

This study shows that competency variables have a positive and significant influence on the performance of Class IIB Probolinggo Prison employees. This means that improving employee competencies will have a direct impact on improving their performance in carrying out their duties and responsibilities in the prison environment. Employee competence is measured through five main indicators, namely knowledge, understanding, skills, values, and attitudes.

Knowledge includes mastery of information and facts relevant to the employee's duties, which are the basis for decision-making and job execution (Yanna Sri, 2024). Comprehension refers to the ability of employees to interpret and apply this knowledge appropriately in the context of daily tasks. Skills or abilities include the technical and practical abilities that employees have to carry out their duties effectively and efficiently (Saiba et al., 2021). Values include the ethical principles and standards held by employees in carrying out their duties, which affect the quality of service and work integrity (April, 2024). Attitude describes the mental disposition and behavior of employees that support the implementation of duties with full responsibility and professionalism (Ramadhani, 2022).

The positive influence of competence on employee performance is reflected in increasing the effectiveness of the implementation of duties, such as the management of inmates, the implementation of coaching, supervision, administration, and quality services in prisons. Employees with high competence tend to be better able to face job challenges, adapt to change, and make a significant contribution to the achievement of organizational goals (Septiawan & Rahayu, 2023).

These findings are in line with the results of previous research, as found by (Mustakim et al., 2021) at the Class IIA Pamekasan Prison which states that competence has a significant positive effect on employee performance. Research at the Sibolga Class IIA Prison also shows that increasing competence significantly improves employee performance (JRME, 2025). In addition, other studies confirm that human resource competence has a significant effect on improving employee performance (Handayani & Dimiyati, 2024; Lelak, 2024; Rakhmatullah et al., 2018).

Overall, the results of this study emphasize the importance of employee competency development as the main strategy to improve performance in the prison environment. Organizations need to pay special attention to improving the knowledge, understanding, skills, values, and attitudes of employees so that they can carry out their duties optimally and professionally, thereby supporting the achievement of effective and efficient correctional goals.

5. CONCLUSIONS

Based on the results of the analysis that has been carried out, the study concluded that work-life balance has a positive and significant influence on the performance of Probolinggo Class IIB Prison employees. The ability of employees to manage time, involvement, satisfaction, tension, and energy in a balanced manner between work and personal life contributes to improving service and task effectiveness in the prison environment. Employee competence has a positive and significant influence on performance at the Class IIB Probolinggo Prison. Increasing the knowledge, understanding, skills, values, and attitudes of employees directly increases the effectiveness of the implementation of duties and services in the prison environment.

Competent employees are better able to face challenges, adapt, and make optimal contributions in achieving organizational goals. This study has limitations, including the use of data from questionnaires that rely on subjective assessments of employees so that they have the potential to be biased, focusing only on the variables

of work-life balance and competence without including other factors such as workload, motivation, compensation, and organizational culture, limited samples to employees of the Class IIB Probolinggo

Prison so that the results cannot be generalized, and the use of quantitative methods with linear regression that is less exploratory qualitative aspects; therefore, it is recommended that further research include additional variables that affect performance, expand the sample and research location, use mixed quantitative and qualitative methods for a deeper understanding, as well as for prison organizations to develop policies and programs that support work-life balance and employee competency improvement, including ongoing training, stress management, and work flexibility, as well as monitoring and Routine evaluation as a strategy to improve performance and service quality.

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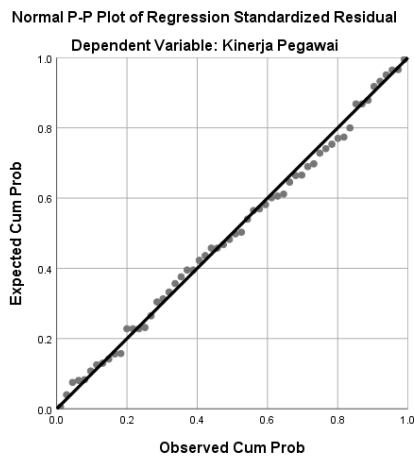
Attachment

A. Classic Assumption Test
Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		58
Normal Parameters, b	Mean	.0000000
	Std. Deviation	1.53725039
Most Extreme Differences	Absolute	.050
	Positive	.050
	Negative	-.037
Test Statistic		.050
Asymp. Sig. (2-tailed)		.200c,d

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



Multicollegiate Test

Coefficient

Type		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance VIVID
1	(Constant)	-.721	.969		-.744	.460	
	Work-Life Balance	.244	.109	.278	2.231	.030	.165 6.066
	Competence	.591	.111	.665	5.332	.000	.165 6.066

a. Dependent Variable: Employee Performance

Heterokedasticity Test

Coefficient

Type		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	12.731	2.302		5.531	.374
	Work-Life Balance	.219	.049	.376	4.482	.986
	Competence	.032	.054	.050	.591	.765

a. Dependent Variable: ABS_RES

B. Multiple Linear Regression Analysis
Coefficient

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.721	.969		.744	.460
	Work-Life Balance	.244	.109	.278	2.231	.000
	Competence	.591	.111	.665	5.332	.000

a. Dependent Variable: Employee Performance

C. Coefficient of Determination R²

Model Summary

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.927a	.859	.854	1.56495

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