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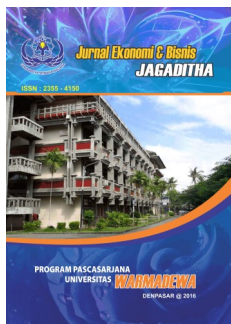
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Competence, Work Life Balance, Work Ethic and Performance of Cooperative Employees in Abiansemal District

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Abstract: Employee performance is the result output obtained from completing one's work or responsibilities to achieve company goals. There is a decline in the performance of Cooperative employees in Abiansemal District which can be seen from the failure to achieve loan realization targets. This is due to the low level of competence possessed by employees work life balance employees and the low work ethic of employees. This shows that employee performance is influenced by several factors, namely competence, work life balance and work ethic. The population in this study was the Head of Cooperatives in Abiansemal District, totaling 114 people. The data collection methods used were observation, interviews, questionnaires and documentation. The data analysis technique used is multiple regression analysis. The test results show that competency, work life balance and work ethic has a positive and significant effect on employee performance at the Cooperative in Abiansemal District.

Keywords: Competence, Work Life Balance, Work Ethic, Employee Performance

Introduction

To achieve work success, there must be a match between the work and the employees themselves, which can be seen from the extent of support given by employees to the cooperative (Putri & Utami, 2020). According to (Sinambela, 2019), employee performance is defined as the employee's ability to perform certain skills.

Factors that influence employee performance can be divided into three, namely internal employee factors, internal organizational environmental factors and external organizational environmental factors (Wirawan, 2019). One of the factors that influences employee performance improvement is competence. According to (Sedarmayanti, 2020), competence is closer to the abilities or capabilities that are applied and produce employees or leaders or officials who show maximum performance, which is called having competence. Competence is the ability of an individual which is demonstrated by good performance in a position or job. High competency can improve employee performance. This is in line with research by (Safitri, 2022; Asniwati, 2022; Aulia, 2021; Krisnawati, 2021) who found that competence has a positive effect on employee performance. Increasing competency will be followed by increasing employee performance. The better the level of competency possessed by the employee, the better the employee's performance will be. (Mahmud, 2022) found that competence has a negative effect on employee performance. Increasing competence causes a decrease in employee performance because employees who have competence do not utilize good competence in completing work. Different research results were found by (Hidayat, 2021) who found that competence had no effect on employee performance. This means that

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competency has no effect on employees because the company does not consider the skills and experience possessed by employees so that employee performance is less than optimal in their field.

Other factors that influence employee performance, namely work life balance. Work life balance is a balance that occurs in a person's life, he will not forget his duties and obligations at work, nor will he ignore all aspects of his personal life (Hudson, 2020). (Nur & Kadarisman, 2020) explain that work life balance is a method that can be used to help employees reduce conflicts caused by imbalances in multiple roles. Work life balance is a personal or person's ability to maintain commitment to family while completing work tasks. Work life balance can have a positive and significant effect on employee performance, this is according to the research results of (Anugrah, 2021; Arifin & Muharto, 2022; Asari, 2022). The same research results were obtained by Shakila (2022) who found that the higher work life balance owned by employees, the higher the employee's performance will be. (Wismawan, 2022) found different research results work life balance has no effect on employee performance. This shows that employee performance is not determined by attitudework life balance owned by employees, employees work well to complete their obligations to obtain their rights as employees.

Apart from competence and work life balance, The factor that influences employee performance improvement is work ethic. According to (Sutrisno, 2019), work ethic is norms that are binding and implicitly emphasized as well as practices that are accepted and recognized as normal habits to be maintained and established in the lives of the members of an organization. (Nurjaya et al; 2021; Sitompul et al, 2021; Dewi et al, 2022; Suryadi & Karyono, 2022) found that work ethic has a positive and significant effect on employee performance. A person's work ethic is closely related to personality, behavior and character. Different research results found by (Timbuleng, 2019) found that work ethic had no effect on employee performance. This shows that the high or low work ethic possessed by employees does not affect the performance produced by employees, because employees work in accordance with the regulations that apply in the company. Meanwhile, (Hermawati, 2022) found that work ethic had a negative effect on employee performance, an increase in work ethic caused a decrease in employee performance.

As is the case with the Cooperative in Abiansemal District, Province of Bali, it provides financial services, namely receiving funds in the form of savings receipts and distributing funds in the form of credit. Cooperatives in Abiansemal District in their operational activities prioritize employee performance in providing services so that customers feel comfortable in making transactions. However, in 2021 there will be a decline in employee performance. This decline in employee performance is also influenced by the competence possessed by Cooperative employees in Abiansemal District. There is a phenomenon in the ability indicators of Cooperative employees in Abiansemal District. The lack of employee work ability results in low employee understanding of the job they currently have.

The biggest problem is the slow handling of savings by employees, namely the slow receipt of savings, causing customers to wait a long time and creating long queues. This shows that performance has decreased as indicated by an increase in complaints every year.

The decline in employee performance is also caused by low performance work life balance owned by employees. Based on the results of interviews with Cooperative leaders in Abiansemal District who stated that it was still difficult to organize employees to comply with working hours. There are some employees who prefer to complete work beyond normal work limits, but there are also employees who prioritize family interests over office duties. The same thing was also conveyed by employees of the credit department at the Cooperative in Abiansemal District who said that employees were still unable to manage their work time with family time. This often happens because employees often take holidays or don't work for no reason or sometimes because of family events even though there is still work load that must be completed immediately. The same thing was also conveyed by billing department employees who stated that billing department employees were often late in collecting bills or

preferred to go home on time even though the billing target had not been achieved because employees preferred to set aside time for their families. This condition shows that employees have not been able to balance working time in the office with time given to family. Delays in completing work cause employees to receive sanctions both verbally and in writing.

Apart from that, the importance of work ethic in carrying out operational activities within the company. Every employee should have a high work ethic because every organization really needs hard work and high commitment from every employee. The low work ethic of Cooperative employees in Abiansemal District causes a decrease in employee performance. Based on the results of an interview with the head of the Abiansemal District Cooperative who said that there are still employees who do not utilize their interpersonal skills in completing work. The skills possessed are not utilized properly so that the work cannot be completed properly. Employees are unwilling to work beyond normal limits or are not loyal to their work. The results of interviews with cashier employees stated that employees were unable to develop their abilities, each employee's skills were different, but placement of employees that did not match their skills meant that employees were unable to work optimally, besides that the company did not provide regular training for employees. develop capabilities and expertise.

Concept and Hypothesis

Goal Setting Theory

This research uses Goal Setting Theory which was presented by (Locke, 1968) as the main theory (grand theory). Goal-Setting Theory is a form of motivation theory. Goal-Setting Theory emphasizes the importance of the relationship between the goals set and the resulting performance. The basic concept is that someone is able to understand the goals expected by the organization, then this understanding influences their work behavior. Goal setting theory suggests that an individual is committed to a goal (Robbins, 2019).

Employee performance

(Rivai, 2020) said that performance is a set of results achieved and refers to the act of achieving and implementing work determined by the organization. According to (Simamora, 2019), employee performance indicators are:

- a. Working quantity
- b. Work quality
- c. Punctuality

Competence

According to (Wibowo, 2019) competency is the ability to carry out or carry out a job or task that is based on skills and knowledge and supported by work attitudes. Competency indicators according to (Edison, 2019) are:

- a. Knowledge
- b. Skill
- c. Attitude

Work Life Balance

Work life balance is a broad concept that involves managing the gap between work

(career and ambition) on the one hand and life (happiness, family, leisure and spiritual development) on the other (Hudson, 2020). Indicator work life balance according to (Hudson, 2020), namely:

- a. Time balance
- b. Engagement balance
- c. Satisfaction balance

Work ethic

According to (Sedarmayanti, 2020) states that a work ethic is a benchmark for assessing the extent of determination and effort to achieve maximum results in every job undertaken. The work ethic indicators according to (Priansa, 2019) are:

- a. Interpersonal skills.
- b. Initiative.
- c. Reliable.

Hyphotesis

According to (Sugiyono, 2019) a hypothesis is a temporary answer to a research problem formulation, where the research problem formulation has been stated in the form of a question. The conceptual framework in this research is:

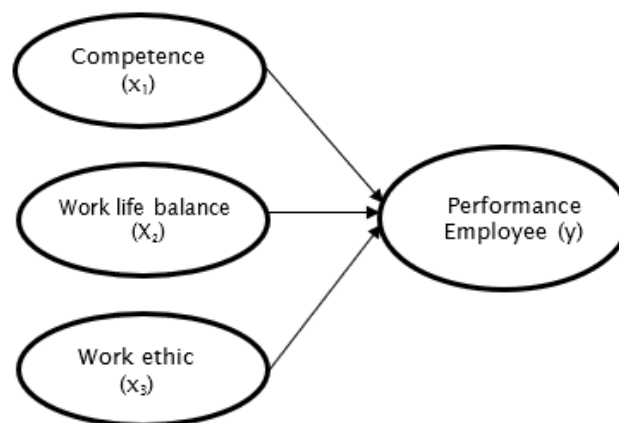


Figure 1. Conceptual Framework

Source: Researcher's thoughts (2023)

The hypothesis in the research is:

H₁: Competence has a positive and significant effect on employee performance at the Cooperative in Abiansemal District

H₂: Work life balance positive influence and significant to employee performance at the Cooperative in Abiansemal District

H₃: Work ethic has a positive and significant effect on employee performance at the Abiansemal District Cooperative

Method

This research was conducted at the Cooperative in Abiansema District. The object of this research is the influence of competence, work life balance and work ethic on employee performance at the Cooperative in Abiansema District. The population of this study was Cooperative employees in Abiansema District, totaling 114 Cooperative Heads. The sampling technique uses techniques sampling fed up. with a total sample of 114 people. Data collection uses observation, interviews, questionnaires and documentation.

The data analysis techniques used are instrument testing (validity test and reliability test), descriptive analysis, classical assumption test (normality test, multicollinearity test and heteroscedasticity test), multiple linear regression analysis, multiple correlation analysis, model feasibility test (F statistical test, multiple correlation analysis, coefficient of determination and t statistical test).

Result and Discussion

Validity test

Based on the results of the validity test showing all statements in the competency variable, work life balance, employee work ethic and performance person correlation which is greater than 0.30 so that all statements meet the data validity requirements or are declared valid.

Reliability Test

Based on the results of the reliability test, it shows that each value Cronbach Alpha competency variables, work life balance, Work ethic and employee performance are more than 0.60, meaning that all variables have met the reliability or reliability requirements so they are suitable for use as measuring tools in questionnaire instruments in research.

Classic Assumption Test Results

The normality test results show a large value Asymp. Sig. (2-tailed) is 0.109, which is greater than 0.05, which shows that the data is normally distributed, so it can be concluded that the model meets the normality assumption.

Based on the multicollinearity test, it shows that all independent variables have coefficients tolerance greater than 0.10 and value Variance Inflation Factor (VIF) is smaller than 10, it can be concluded that in the regression model created there are no symptoms of multicollinearity.

The results of the heteroscedasticity test show that there is no influence of the independent variables on absolute residual which is indicated by the significance value of each independent variable being greater than 0.05. Thus, the model created does not contain symptoms of heteroscedasticity, so it is suitable for use.

Multiple Linear Regression Analysis

Table 1. Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	8,992	2,758		3,261	0,000
X1	0,137	0,052	0,050	2,635	0,002
X2	0,153	0,065	0,149	2,354	0,013
X3	0,115	0,043	0,138	2,674	0,007
R			0,828		
R Square			0,686		
Adjusted R Square			0,679		
F hitung			24,105		
Signifikansi F			0,000		

Source: processed data (2023)

$$Y=8,992+0,137X_1+0,153X_2+0,115X_3$$

From the equation above, researchers can describe the influence of the independent variable on the dependent variable, namely:

The constant value (α) of 8.992 means that if competence, work life balance and work ethic is constant or equal to zero, then the value of employee performance shows a value of 8.992.

Coefficient value for competency (β_1) of 0.137 with a significance level of 0.002 which is smaller than 0.05. This means that if the competency variable increases, it will cause an increase in employee performance of 0.137 assuming other variables (work life balance and work ethic) is constant or fixed.

Coefficient value for work life balance (β_2) of 0.153 with a significance level of 0.013 which is smaller than 0.05. This means that if the variable work life balance increases, it will lead to an increase in employee performance of 0.153 assuming other variables (competence and work ethic) are constant or fixed.

Coefficient value for work ethic (β_3) of 0.115 with a significance level of 0.007 which is smaller than 0.05. This means that if the work ethic variable increases, it will cause an increase in employee performance of 0.115 assuming other variables (competence and work life balance) is constant or fixed

Simultaneous Test (F Test)

Based on Table 1, the F-count value is 24.105 and the significance value is 0.000 < 0.050 which is competence, work life balance and work ethic simultaneously influence employee performance. This means that the model is suitable for use for further testing (the model fits the data).

Multiple Correlation Analysis

Based on Table 1, multiple correlation values of 0.828. This shows the relationship between the independent variables competence, work life balance and work ethic with the dependent variable employee performance is very strong because it is in the 0.800-1.00 category.

Coefficient of Determination

Based on Table 1, the value Adjusted R square is 0.679 or 67.90 percent. This shows that employee performance can be explained by competence, work life balance and work ethic amounted to 67.90 percent while the remaining 32.10 percent was explained by other factors outside the model.

Uji t

The t test results based on Table 1 show:

The test results show that the competency variable (X_1) has a t-value of 2.635 with a significance level of 0.002 where this value is smaller than 0.05, which means that competence has a positive and significant effect on employee performance at the Cooperative in Abiansemal District so that the first hypothesis (H_1) is accepted.

The test results show variables work life balance (X_2) has a t-value of 2.354 with a significance level of 0.013 where this value is smaller than 0.05 which means work life balance has a positive and significant effect on employee performance in cooperatives in Abiansemal District, so the second hypothesis (H_2) is accepted.

The test results show the work ethic variable (X_3) has a t-calculated value of 2.674 with a significance level of 0.007 where this value is smaller than 0.05, which means that work ethic partially has a positive and significant effect on employee performance at the Cooperative in Abiansemal District, so the third hypothesis (H_3) is accepted.

Discussion

The Influence of Competency on Employee Performance

The test results show that competency has a positive and significant effect on employee performance at the Cooperative in Abiansemal District. This shows that employee performance is influenced by competence. This indicates that the better the employee's competence, the better the employee's performance. According to (Sandy, 2015), competence is a person's ability to produce at a satisfactory level in the workplace, including a person's ability to transfer and apply these skills and knowledge in new situations and increase agreed benefits. Competency also shows the characteristics of knowledge and skills possessed or needed by each individual that enable them to carry out their duties and responsibilities effectively and increase the quality standards of professionalism in their work.

The results of this research are in line with research conducted by (Hermawati, 2022; Soetrisno, 2019; Krisnawati, 2021) who found that competence has a positive effect on employee performance. Increasing competency will be followed by increasing employee performance.

Influence Work Life Balance On Employee Performance

The test results show that work life balance has a positive and significant effect on employee performance at the Cooperative in Abiansemal District. This shows that employee performance is influenced by work life balance which means when it gets better work life balance then employee performance will increase. According to (Hudson, 2015), Work life balance is a balance that occurs in a person's life, he will not forget his duties and obligations at work, nor will he ignore all aspects of his personal life.

Work life balance is a method that can be used to help employees reduce conflicts caused by imbalance in multiple roles. Work life balance is a personal or person's ability to maintain commitment to family while completing work tasks. Work life balance is also a way for employees to have a healthy and beneficial lifestyle, so that it can influence the

improvement of their performance.

The results of this research are in line with research conducted by (Anugrah, 2021; Arifin & Muharto, 2022; Asari, 2022; Shakila, 2022) who found that work life balance positive and significant effect on employee performance. The higher it is work life balance employees, the higher the employee's performance will be.

The Influence of Work Ethic on Employee Performance

The test results show that work ethic has a positive and significant effect on employee performance at the Cooperative in Abiansemal District. This shows that employee performance is influenced by work ethic, which means that if the work ethic is better, employee performance will increase. (Sedarmayanti, 2016) states that a work ethic is a benchmark for assessing the extent of determination and effort to achieve maximum results in every job undertaken. Work ethic is norms that are binding and implicitly emphasized as well as practices that are accepted and recognized as normal habits to be maintained and established in the lives of the members of an organization.

The results of this research are in line with research conducted by (Nurjaya, *et al*, 2021; Sitompul, *et al*, 2021; Dewi, *et al*, 2022; Suryadi & Karyono, 2022) who found that work ethic has a positive and significant effect on employee performance.

Conclusion

Based on the results of analysis and testing, the following conclusions can be drawn:

Competence has a positive and significant effect on employee performance at the Cooperative in Abiansemal District. This means that increasing competency will be followed by increasing employee performance. The higher the competency, the higher the employee's performance.

Work life balance has a positive and significant effect on employee performance at the Cooperative in Abiansemal District. This means improvement work life balance will be followed by an increase in employee performance. The higher it is work life balance the higher the employee performance will be.

Work ethic has a positive and significant effect on employee performance at the Cooperative in Abiansemal District. This means that an increase in work ethic will be followed by an increase in employee performance. The higher the work ethic, the higher the employee's performance

Based on the research results, the following research limitations were obtained:

The scope of this research is only in Cooperatives in Abiansemal District so the research results cannot be generalized to respondents who are employees of all cooperatives in Abiansemal District.

This research was only conducted within a certain period of time (cross section) while the environment can change at any time (dynamic) so this research needs to be carried out again in the future.

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