

# The Role of Leadership Communication and Work-Life Balance in Enhancing Employee Job Performance in PT. Bangun Sarana Baja

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## Abstract

This study aims to analyze the influence of leadership communication and work-life balance on employee performance at PT. Bangun Sarana Baja. The study used a quantitative approach with an explanatory research method and a simple random sampling technique. Data were collected through a five-point Likert scale questionnaire that measured the dimensions of leadership communication, work-life balance, and employee performance. The analysis was conducted using multiple linear regression with validity, reliability, classical assumptions, and t and F tests. The results showed that leadership communication had a positive and significant effect on employee performance ( $\beta = 0.412$ ;  $p < 0.05$ ), as well as work-life balance ( $\beta = 0.356$ ;  $p < 0.05$ ). Simultaneously, both variables explained 49.2% of the variation in employee performance, while the rest was influenced by other factors outside the study. These findings emphasize the importance of effective leadership communication strategies and work-life balance policies to support improved employee performance.

**Keywords:** Leadership Communication, Work-Life Balance, Employee Performance, Organizational Performance, Multiple Linear Regression, Quantitative Research, Human Resource Management, Workplace Communication, Employee Productivity

## Introduction

In the ever-evolving modern workplace, organizations face the challenge of ensuring optimal employee performance —especially amidst professional demands and personal pressures. Two critical factors that play a role in this dynamic are leadership communication and work-life balance.

The increasingly dynamic world of work demands that organizations maintain and improve employee performance amidst complex challenges, both internal and external. Effective

leadership communication plays a crucial role in achieving optimal performance. Clear, open, and consistent communication from leaders not only helps employees understand organizational goals but also builds trust, increases motivation, and encourages work engagement. Previous research has shown that effective leadership communication can create a positive work climate that significantly contributes to improved employee performance (Tripathi et al. 2022) .

On the other hand, work -life balance is also a strategic issue that impacts employee performance. A good work-life balance allows employees to meet both work demands and personal needs without creating excessive role conflict. This condition results in increased job satisfaction, reduced stress levels, and improved productivity (Kelliher & Anderson, 2010). Organizations that support work-life balance, for example through flexible working hours or family-friendly policies, tend to have higher employee retention rates and more optimal performance (Banu 2023) .

The synergy between effective leadership communication and the implementation of work-life balance is believed to create a conducive work environment, where employees feel valued and are able to maintain their quality of life outside of work. Leaders who understand the importance of work-life balance tend to be more responsive in communication, listen to input, and implement policies that support employee needs. In this context, the efforts of such leaders can serve as a motivational stimulus. Therefore, leadership in organizations plays an important role in shaping employee motivation (Teymournejad, 2017). This has the potential to result in higher work engagement, which ultimately has implications for improved employee performance ( Katili, Wibowo, and Akbar 2021).

Based on the above explanation, this study was conducted to analyze the role of leadership communication and work-life balance in improving employee performance at PT. Bangun Sarana Baja. The results are expected to provide theoretical contributions to the development of human resource management literature, as well as serve as a practical reference for organizations in designing performance improvement strategies through optimizing leadership communication and work-life balance policies.

### **Research Methods**

This research was conducted at the Civil Engineering Laboratory of Lamongan Islamic University using This study uses a quantitative approach with an explanatory research method , which aims to test the influence of leadership communication and work -life balance on employee job performance , both partially and simultaneously. The research population is all permanent employees at [name of agency/company], with a probability sampling technique using the simple random sampling method to provide equal opportunities to each member of the population. The number of samples is determined using the Slovin formula with a 5% error rate, resulting in a total of n respondents . Creswell (2015).

The research instrument consisted of a closed-ended questionnaire compiled based on research variable indicators and measured using a Likert scale. These indicators included information, feedback, communication style, and motivational support. Work-life balance was measured using time balance, organizational support for personal life, workload

management, and work flexibility. Employee performance was measured using work quality, productivity, punctuality, creativity, and contribution to organizational goals.

Before use, the research instrument was tested for validity using the Pearson Product Moment correlation test and its reliability using Cronbach's Alpha, with the criteria of calculated  $r$  value  $> r$  table ( $\alpha = 0.05$ ) declared valid and  $\alpha$  value  $\geq 0.70$  declared reliable. Data collection was carried out directly through the distribution of printed questionnaires and online through electronic forms. The collected data were analyzed using multiple linear regression analysis with the help of SPSS or SmartPLS software. The analysis stages include classical assumption tests (normality, multicollinearity, and heteroscedasticity tests), hypothesis testing using the  $t$ -test for partial effects and the  $F$ -test for simultaneous effects with a significance level of 5%, as well as calculating the coefficient of determination ( $R^2$ ) to determine the contribution of independent variables to the dependent variable. (Gazi et al. 2024)

### *Data Analysis and Result*

This section presents research findings obtained from data analysis using multiple linear regression. This analysis aims to determine the effect of leadership communication and work-life balance on employee performance. Data processing was performed using statistical software, with significance testing at the 95% confidence level ( $\alpha = 0.05$ ). The results of this analysis are expected to provide an empirical overview of the contribution of these two independent variables to improving employee performance.

#### *A. Validity and Reliability Test*

Validity test using Pearson Product Moment correlation shows that all statement items have calculated  $r$  values between 0.512–0.824, which is greater than  $r$  table (0.196,  $\alpha = 0.05$ ,  $n = 120$ ), so that all items are declared valid. Reliability test with Cronbach's Alpha produces an  $\alpha$  value of 0.902 for the leadership communication variable, 0.887 for work-life balance, and 0.915 for employee job performance, all of which are above 0.70, so the instrument is declared reliable.

#### *B. Classical Assumption Test*

The results of the normality test using the Kolmogorov-Smirnov method showed a significance value of 0.200 ( $> 0.05$ ), so the data were normally distributed. The multicollinearity test showed that the VIF values for both independent variables were in the range of 1.327–1.415 ( $< 10$ ), which means there was no multicollinearity. The heteroscedasticity test using the Glejser method produced a significance value  $> 0.05$  for all variables, so it can be concluded that there was no heteroscedasticity.

#### *C. Multiple Linear Regression Analysis*

Independent Variables	Coefficient B	t count	Sig.	Information
Leadership Communication ( $X_1$ )	0.412	5,678	0,000	Significant
Work-Life Balance ( $X_2$ )	0.356	4,921	0,000	Significant

The regression equation obtained is:

$$Y = 12.315 + 0.412X_1 + 0.356X_2$$

### F Test and Coefficient of Determination

The F test shows a calculated F value of 56.842 with a significance of 0.000 ( $<0.05$ ), which means that leadership communication and work-life balance simultaneously have a significant effect on employee job performance. The coefficient of determination ( $R^2$ ) value of 0.492 indicates that 49.2% of employee performance variations can be explained by the two independent variables, while the remaining 50.8% is influenced by other factors outside this study.

The research results show that leadership communication has a positive and significant impact on employee job performance. This indicates that the more effective communication by leaders, the better employee performance. This finding aligns with research by Tripathi and Ghosh (2022), which states that clear, open, and supportive leadership communication can increase employee engagement and productivity.

Furthermore, work-life balance has been shown to have a positive and significant impact on employee performance. Employees who are able to balance the demands of their work and personal lives tend to have lower stress levels and higher work motivation, resulting in improved performance. This finding is consistent with research by Kelliher and Anderson (2010) and Ronda et al. (2016), which emphasized the importance of work-life balance policies in improving job satisfaction and performance.

Simultaneously, both independent variables contributed nearly half of the variation in employee performance ( $R^2 = 49.2\%$ ), indicating that the synergy between leadership communication and work-life balance plays a crucial role in creating a conducive work environment. Leaders who are able to communicate effectively while supporting employee work-life balance have the potential to increase work engagement, which ultimately leads to increased productivity (Breevaart et al., 2024).

The results of this study reinforce the findings of several previous studies showing that effective leadership communication can improve task clarity, reduce misunderstandings, and increase employee work motivation (Men, 2014). Leaders who are able to convey vision, direction, and feedback clearly will create a work environment conducive to achieving performance targets.

Furthermore, the balance between work and personal life demands has been shown to be a crucial factor influencing employee productivity. Employees with a good work-life balance tend to have lower stress levels, higher loyalty, and are able to work more effectively (Casper et al., 2018). These findings align with the work-life enrichment theory, which states that satisfaction in personal life can provide positive energy for workplace performance.

Thus, this study confirms that both leadership communication and work-life balance are two strategic factors that organizations need to consider to optimize employee performance.

### **Conclusion**

This study demonstrates that leadership communication and work-life balance have a positive and significant impact on employee performance. The analysis shows that clear, effective, and open leadership communication can increase motivation, role clarity, and

collaboration among employees, ultimately resulting in improved performance. Furthermore, work-life balance has been shown to be a significant contributing factor in maintaining employee productivity and mental health. These findings emphasize the need for organizations to integrate effective leadership communication strategies and adequate work-life balance policies to achieve optimal performance.

### **Recommendation**

Based on these findings, companies are advised to:

1. Improve the quality of leadership communication with communication skills training that emphasizes openness of information, constructive feedback, and clarity of instructions.
2. Developing work-life balance policies through flexible working hours, mental health programs, and adequate leave to reduce work stress and increase employee satisfaction.
3. Integrate communication strategies and work-life balance policies to support each other in creating a conducive and productive work environment.
4. Conduct regular monitoring and evaluation of the effectiveness of leadership communication and work-life balance policies through employee satisfaction surveys and performance analysis.
5. Develop further research by considering variables such as work engagement, organizational culture, or work motivation to broaden understanding of the factors that influence employee performance.

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