THE RELATIONSHIP BETWEEN WORK ENVIRONMENT AND WORK-LIFE BALANCE IN INFLUENCING EMPLOYEE PERFORMANCE AT THE GORONTALO REGENCY CIVIL SERVICE AND HUMAN RESOURCE DEVELOPMENT AGENCY

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[1]*Ananda Saskia Dali, [2]Muchtar Ahmad, [3]Syamsul B Biki

[1,2,3] *Department of Management, Faculty of Economics and Business,*
 University of Gorontalo - Indonesia

e-mail:
[1]*asaskia828@gmail.com *(corresponding author)*
[2]muchtar.ahmad@ung.ac.id
[3]syamsul.biki@ung.ac.id

ABSTRACT

This inquiry aimed to clarify the degree to which the organizational milieu, together with the equilibrium between occupational obligations and personal life, shapes employee performance, both as separate influences and as a combined set of determinants, within the Personnel and Human Resource Development Agency of Gorontalo Regency. The investigation adopted a quantitative design. Essential information was gathered through questionnaire instruments distributed to a purposively selected group of 48 officials. The resulting data were processed using descriptive summaries and inferential analyses, including t-tests, F-tests, and an adjusted coefficient of determination, with IBM SPSS 22 for Windows serving as the analytical platform. The findings demonstrate that the organizational environment produces a positive and statistically significant effect on employee performance in the agency. They also show that work–life balance contributes positively and significantly to performance outcomes. When evaluated jointly, these two variables enhance employees' performance in a meaningful way. The adjusted R-squared value of 64.2 percent indicates that these predictors explain a substantial share of the performance variance, while the remaining 35.8 percent originates from other influences not addressed in the study. As a result, all research hypotheses are empirically supported and accepted.

Keywords: *Work Environment; Work-Life Balance; Employee Performance*

INTRODUCTION

Satrio and Isyanto (2025) argue that the caliber of human resources constitutes a central determinant in elevating the productivity levels of both governmental and private institutions. Aula et al., (2022) further emphasize that human resources occupy a pivotal position within organizational operations because they function as the principal engine that propels an institution's activities. When personnel possess the capacity to respond willingly and constructively to established performance expectations, and when they are able to derive fulfillment from the outcomes of their tasks, they become more capable of contributing meaningfully and realizing superior performance achievements. Bauer (2020), explains that work performance refers to the outputs produced by an individual and is assessed through a set of predetermined indicators aligned with that individual's assigned responsibilities.

Work performance serves as an indicator of the effectiveness or shortcomings in the processes used to manage an organization's human resources. According to Ritonga (2020), work performance can be interpreted as activities with the components needed to create something. How well someone works determines their work performance, which can be measured based on criteria in accordance with the responsibilities given to them. All activities that involve several elements in a process to produce something, which are related to the achievement of predetermined goals and targets.

This criterion functions as a means of assessing how effectively employees execute their mandated tasks and obligations, as well as the extent to which they fulfill organizational expectations related to the quality, volume, and timeliness of the work entrusted to them. According to Defasya et al (2024) Improving the work performance of government agencies is a response to increasing public demands for optimal achievement of service objectives. According to Samsudin et al (2024) work performance plays an important role in achieving organizational goals, therefore an assessment system is needed that can be used as a benchmark to assess employee achievement in accordance with predetermined targets. An easy-to-use system supports employees to work more efficiently, which ultimately improves overall work performance. Integrated information helps HR managers provide more targeted performance feedback (Biki et al., 2021). According to Sonnentag (2020) Work performance conveys the degree to which an employee succeeds in attaining the organizational benchmarks and objectives that have been formally established.

The realization of work achievements at the Gorontalo Regency Civil Service and Human Resource Development Agency has been well fulfilled, but some activities have not been optimally implemented due to budget constraints, technical obstacles, and insufficient implementation time. Thus, activities that have not been completed will be carried over to the following year. Overall, variations in achievement levels indicate that employee work performance is not uniform across all units and activities. Although there has been positive development in general, differences in results between employees have been found, indicating that not all employees have achieved the highest level of performance. At the Gorontalo Regency BKPSDM, Employee Work Target (SKP) assessments cover daily activities and civil servant attendance. The daily activities of civil servants are a benchmark in SKP assessment because they describe the actual performance of employees in carrying out their duties. According to Ahmad (2021), the performance of ASN personnel illustrates the degree to which government apparatuses are capable of fulfilling their duties and obligations in an effective manner that aligns with the standards established by their respective organizations.

The primary aim of this research is to investigate how the work environment and the balance between professional and personal life influence employee performance, whether each factor operates independently or in combination with the other. The study is also intended to generate contributions of theoretical value and practical relevance. Theoretically, it aims to enhance readers' understanding of the relationship between work environment, work-life balance, and employee performance. It also seeks to deepen insight into how an imbalance between work and personal life, or a poor work environment, can negatively affect employee performance, particularly in the government sector. Practically, the results are intended to assist organizational leaders by providing information on factors that influence work performance. Such insights enable organizational leaders to formulate policies that enhance employee well-being, including the provision of a secure and conducive work setting and the development of initiatives that foster work–life balance. These efforts, in turn, can contribute to elevated levels of employee performance

LITERATURE REVIEW
Work Performance
Diu et al (2024) state that work performance pertains to the outcomes produced by employees, reflected through both the quality and the volume of tasks they complete. This encompasses an employee's capacity to finish assigned duties within a daily or periodic timeframe and to reach the targets that have been established beforehand. Makkira et al., (2022), work performance is a measure of a person's success in carrying out their duties at work. In this context, performance refers to the results achieved by an employee when carrying out the assignments delegated by their supervisors.

According to Simamora et al (2020), explain that work performance represents the accomplishments or outputs produced by an individual in fulfilling the tasks and obligations assigned to them. Assessing whether a person performs effectively requires a structured evaluation process that measures the quality of their work outcomes. Synthesizing these viewpoints, work performance can be understood as the set of results an employee attains while carrying out their duties and responsibilities. These outcomes illustrate the degree to which an individual is able to meet organizational targets or the performance benchmarks that have been formally established.

According to Nasution & Rahayu (2020:495), performance indicators cover several important aspects, namely:
1. Work results,
2. Job knowledge,
3. Attitude,
4. Initiative,
5. Time discipline and attendance

Work Environment
The term "environment" in an organizational context refers to a place for interaction. This includes conditions related to work activities, such as relationships with coworkers, superiors, equipment, and workspaces. All of these factors influence the emotional state of employees (Nguyen, 2020) . According to Mustaki et al (2025), the work environment plays an important role in an organization. When the work environment is good, it will increase employee comfort in working in an organization. According to Syafrizal (2021), similarly frames the work environment as an inherent element of the physical and contextual conditions in which daily tasks are performed. Aprilliana and Eka (2024) add

that employee productivity is closely tied to the conduciveness of this environment, noting that organizations must remain attentive to such conditions because many employees perceive their workplace as a second home, a space where a substantial portion of their time and effort is invested

Meanwhile, according to Sedayu and Rushadiyati (2021), the work environment encompasses all aspects of employees' actions and reactions at work. This is not only limited to physical conditions such as lighting, cleanliness, and workspace layout but also includes mental and social aspects such as relationships with colleagues, relationships with superiors, and organizational culture. It is important for organizations to pay attention to the work environment because it can contribute to employee performance (Abdullah et al., 2024). According to Dimitriu et al (2025) there are several factors that can make someone bored in doing their job, thereby affecting their work enthusiasm. This can be caused by monotonous work routines, an unfavorable work environment, and annoying coworkers. From the opinions, it can be said that the work environment is a place of interaction related to work activities, and it has an impact on employee comfort and satisfaction. The work environment not only includes physical aspects such as lighting, cleanliness, and layout but also psychological and social aspects.

Work environment indicators according to Syafrizal (2021) are as follows:
a) Physical Work Environment
   1. Adequate Work Equipment
   2. Facilities
   3. Workplace Buildings
b) Non-Physical Work Environment
   1. Relationships with Colleagues
   2. Relationships Between Supervisors and Employees

Work-Life Balance
Wijayanto (2022), notes that a balanced relationship between professional and personal domains is reflected in an individual's sense of satisfaction and well-being across both areas. Putri & Frianto (2023) describe work–life balance as a framework that enables employees to manage the demands of their jobs alongside obligations in other spheres of life. Achieving this equilibrium requires sustained commitment to responsibilities in the workplace as well as within the household or personal domain.

In the view of Ngangi et al., (2023) work–life balance reflects the degree to which people perceive harmony between their professional duties and the personal domains that involve relationships and obligations to spouses, parents, family members, and friends. When interference between these spheres is minimal, individuals tend to experience a higher quality of life, which can subsequently enhance their performance.

Meanwhile, Chung and van der Lippe (2020), argue that work–life balance also involves the degree of control organizations provide to employees over their work schedules. Synthesizing the broader discussion on this concept, an employee can be considered to have achieved work–life balance when they are able to meet their obligations in both professional and personal spheres, reflected in a comparable sense of satisfaction derived from work and family life.

According to Mahardika et al., (2022) , there are several indicators of work-life balance as follows:
   1. Work Interference With Personal Life (WIPL)
   2. Personal Life Interference With Work (PLIW)
   3. Personal Life Enhancement of Work (PLEW)

4. Work Enhancement of Personal Life (WEPL)

METHOD

Sujarweni, (2020) The population is the entire collection or individuals who have certain characteristics as defined by the researcher. This study focuses on employees at the Gorontalo Regency Civil Service and Human Resource Development Agency, which includes a total of 68 individuals, consisting of 48 civil servants (PNS) and 20 contract employees.

Sujarweni, (2020) A sample is something that reflects the size and characteristics of the entire population being studied. When dealing with a large population, researchers find it impossible to study every element in that population. According to Stratton (2024) this study uses purposive sampling, which is selected specifically based on the consideration that the selected respondents must meet certain criteria, namely that they are civil servants (PNS) who are still actively working at the Gorontalo Regency Civil Service and Human Resource Development Agency, which has 48 employees.

To obtain relevant data that can be used as a reference in this research process, the following data collection techniques are required:

1) Questionnaire

According to Sujarweni (2020), defines a questionnaire as a data collection tool in which respondents are asked to provide answers to a series of written questions or statements. The instrument in this study employs a Likert-type scale as its measurement framework.

2) Observation

According to Abdussamad (2021), observation is a method of collecting data by directly observing the research object and recording the results of the observation.

3) Literature

According to Magdalena et al (2021), a literature study is conducted by a researcher to find a basis for obtaining and building a theoretical foundation, a framework for thinking, and determining preliminary assumptions or research hypotheses, so that researchers can understand, allocate, and organize their research field.

Data analysis techniques in this study include validity and reliability tests to ensure that the research instruments are accurate and consistent. Next, according to Putra & Rahmawati (2022) classical assumption tests are carried out, including normality and heteroscedasticity tests, analysis continues with multiple linear regression, followed by hypothesis testing through partial (t) tests and calculation of the coefficient of determination (R^2).

RESULTS AND DISCUSSION
Validity and Reliability Tests

In this study, the validity test process was carried out by distributing a questionnaire containing 60 statements from 3 variables to 30 pilot respondents who had characteristics similar to the research population, namely civil servants at the Gorontalo Regency Social Service. The data obtained was then analyzed using the SPSS 22 application.

From the analysis of the 30 respondents, a table r value of 0.361 was obtained at a significance level of 5%. The test results showed that all statement items in the Work Environment (X1), Work Life Balance (X2), and Employee Work Performance (Y) variables had a calculated r value that exceeded the table r value (calculated r > 0.361). The results of data analysis using the SPSS program are shown in the Table 1:

Table 1
Reliability Test Results

Research Variables	Cronbach's Alpha	Significance Level	Statement Items	Description
Work Environment	0.865	0.60	20	Reliable
Work-Life Balance	0.899	0.60	20	Reliable
Employee Performance	0.898	0.60	20	Reliable

Source: SPSS Processed Data, 2025

Based on the reliability analysis, all items within the study's variables were deemed reliable, as each produced a Cronbach's Alpha coefficient exceeding 0.60. These results indicate that the measurement instruments used in this research meet an acceptable standard of reliability (Wahyuningrum, 2023)

Normality Test

Ghozali (2021) explains that a normality test is employed to verify whether the sample adequately represents the population, thereby ensuring the credibility of the study's conclusions. In this research, normality was examined using the Normal Probability Plot approach. The assessment can be carried out through a P–P Plot, in which residuals are considered normally distributed when the plotted points align closely with the diagonal reference line. The results of the analysis are presented as follows:
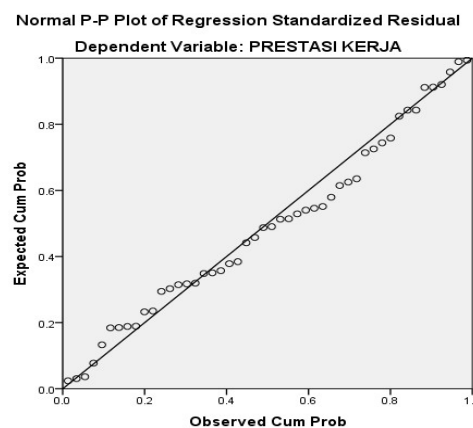
Source: Processed SPSS Data, 2025

Figure 1
Results of the P-Plot Normality Test of Data

Although the figure merely sketches a diagonal reference line, the cloud of residual points clinging closely to it without dramatic bends, clumps, or detours—quietly signals that the distribution behaves as a normal one. In other words, the regression

model's requirement for normally distributed residuals has already been satisfied, because the pattern in Figure 1 shows no meaningful departures from that expected line.

Multicollinearity Test

Although regression analysis depends on many technical safeguards, one of the most crucial involves confirming that the predictors are not secretly mirroring one another, a concern widely discussed by Alfarisi et al. (2023). Their explanation highlights that multicollinearity must be ruled out because overlapping independent variables can quietly twist the interpretation of the model. In this study, that verification was performed by inspecting two statistical signals that reveal whether each variable still stands on its own: the Variance Inflation Factor, which must remain below the upper limit of 10, and the Tolerance value, which needs to rise above 0.1 to indicate that the predictors maintain acceptable separation. The specific numerical outcomes generated from SPSS for this diagnostic procedure are displayed in Table 2 :

**Table 2**
Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	Constant		
	Work Environment	742	1,347
	Work-Life Balance	742	1,347

Source: SPSS Processed Data, 2025

The figure illustrates that the residuals are dispersed closely along the diagonal line, with no substantial deviations. This pattern demonstrates that the residuals meet the criterion of normal distribution, indicating that the regression model satisfies the normality assumption.

Heteroscedasticity Test

Ghozali (2021) explains that a heteroscedasticity test is conducted to determine whether the regression model contains unequal variance across its residuals. In this study, heteroscedasticity was examined using a scatterplot, which allows for visual inspection of potential variance patterns. A model can be considered free from heteroscedasticity when the plotted points appear randomly distributed above and below the zero axis, with no discernible pattern or clustering. The scatterplot results for this analysis are presented in Figure 2.
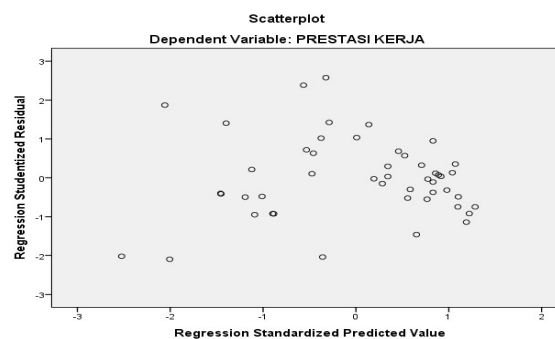
Source: Processed SPSS Data, 2025

Figure 2
Scatterplot of Heteroscedasticity Test

An examination of Figure 2 shows that the plotted observations drift irregularly on both sides of the zero reference line, without coalescing into any discernible configuration. This erratic yet balanced dispersion indicates the absence of heteroscedastic tendencies, allowing the regression framework to be considered free from variance-instability issues.

Simple Linear Regression Analysis

In this investigation, the researcher applied a multiple linear regression approach to evaluate the degree to which the independent variables, namely the work environment and work–life balance, exert influence on the dependent variable, which is work performance. The analytical output produced through SPSS processing is displayed in Table 3:

Table 3
Simple Linear Regression Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.529	9.542			0.014
	TPP (X1)	0.309	0.120	0.261	2.574	0.013
	Work Discipline (X2)	0.474	0.074	0.646	6.377	0

a. Dependent Variable: Work Performance
Source: SPSS Processed Data, 2025

Based on Table 3, the following multiple linear regression analysis equation was obtained:

$$\hat{Y} = a + b1X1 + b2X2 + e$$
$$\hat{Y} = 24.529 + 0.309 + 0.474 + e$$

Based on the regression equation results, it can be explained as follows:
1) The constant value of 24.529 signifies that the Employee Performance variable is positioned at 24.529 when both independent variables, X1 and X2, are maintained at a constant state.
2) A closer look at the model reveals that the Work Environment variable (X1) carries a regression coefficient of 0.309, and this figure signals how sensitively employee performance reacts to changes in that predictor. In practical terms, the number shows that when the work environment experiences a one percent enhancement while the remaining independent factor is held constant, employee performance (Y) is expected to rise by 0.309.
3) The regression coefficient for the work–life balance variable (X2) is 0.474. This coefficient indicates that a 1 percent rise in work–life balance contributes to an increase of 0.474 in employee performance (Y), under the condition that the remaining independent variable is held constant.

Partial Test (t)

In examining how each predictor shapes Work Performance (Y), the analysis relies on the t-test, which serves to isolate the separate contributions of the Work Environment variable (X1) and the Work Life Balance variable (X2). Ghozali (2021) explains that this procedure can be interpreted in two distinct ways. One approach focuses on the probability value, while the other contrasts the obtained t statistic with the critical value found in the t table. The interpretation is drawn from the Coefficients section of the

regression results. An independent variable is judged to exert a meaningful influence on the dependent variable when its significance score falls below 0.05. The same conclusion is reached when the computed t statistic surpasses the value listed in the t table. According to Ghozali (2021) The degree of freedom (df) is calculated using the formula by the formula df = n - 2 – 1 (48-2-1), with a sample size of 48, the resulting df is 45. Based on this degree of freedom, the corresponding t-table value is 2.014. The results of the test are presented as follows:

Table 4
Partial Test Results (t-test)

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.529	9.542			0.014
	Work Environment (X1)	0.309	0.120	0.261	2.574	0.013
	Work-Life Balance (X2)	0.474	0.074	0.646	6.377	0.000

a. Dependent Variable: Work Performance
Source: SPSS Processed Data, 2025

From the statistical comparison presented in Table 4, the evidence for the first predictor becomes clear. The work environment variable (X1) produces a calculated t statistic of 2.574, a figure that surpasses the reference value of 2.014 taken from the t table. Its probability score is recorded at 0.013, a value that falls below the 0.05 threshold. Both indicators confirm that X1 exerts a significant effect in the model. This result indicates that the work environment has a positive and significant effect on employee performance (Y). The t-test for the work-life balance variable (X2) shows a t-value of 6.377, which is also greater than the t-table value of 2.014, with a significance value of 0.000, which is less than 0.05. This outcome signals that the work life balance variable also contributes a meaningful and favorable influence on the level of employee performance.

Simultaneous Test (F)

Drawing on the explanation provided by Ghozali (2021), the F test functions as a tool to determine whether the combined presence of the work environment variable and the work life balance variable yields a statistically meaningful impact on employee performance. In this research, the evaluation relied on a five percent significance threshold, and the reference point for comparison was the F table value derived from the expression F (k; n-k-1) = (2; 48-2-1) = 45. This computation produced an F table figure of 3.20, which then served as the benchmark for interpreting the results shown beneath this explanation.

Table 5
Results of Simultaneous Test (F)

Model		Calculated F	F Table	Sig
1	Regression	43.097	3.20	0.00

Source: SPSS Processed Data, 2025

A close reading of Table 5 reveals that the computed F statistic, which reaches 43.097, rises far above the comparison value of 3.20 from the F table, and this outcome is paired with a significance figure of 0.000 that falls well under the 0.05 limit. Taken together, these indicators point to a situation in which the work environment variable (X1) and the work life balance variable (X2) operate in combination and produce a meaningful and beneficial impact on overall employee performance.

Determination Coefficient Test (R^2)

According to Ghozali (2021) the coefficient of determination (R Square) is employed to measure the proportion of variance in the dependent variable that can be explained collectively by the independent variables. The following are the test results of this analysis

Table 6
Results of the Coefficient of Determination Test (R^2)

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
		Model Summaryb		
1	0.811a	0.657	0.642	3.85302

Source: SPSS Processed Data, 2025

Drawing from the values presented in Table 6, the coefficient of determination shows that 0.642, or 64.2 percent, of the fluctuations in employee performance can be attributed to the combined contribution of the work environment and work-life balance. This proportion illustrates that these two predictors jointly hold considerable explanatory power in shaping performance outcomes. The remaining 35.8 percent reflects performance variability that arises from influences outside the variables examined in this research.

The Influence of the Work Environment on Employee Performance

The t-test findings demonstrate that the work environment exerts a meaningful and favorable influence on employee performance within the BKPSDM Gorontalo Regency. When viewed in the descriptive test results, this can be explained by the fact that the respondents' perception of the work environment is very high (average 4.44-4.73), which indicates that working conditions are optimal and support employee activities. Since almost all respondents rated the work environment at BKPSDM Gorontalo Regency as good, the variation in its effect on work performance is small.

This outcome can be attributed to several aspects of the organizational setting, including the availability of adequate tools and facilities, the presence of positive interpersonal relations among employees, and constructive interactions with supervisors. In this regard, the respondents' assessments correspond with the statistical findings generated through the t-test. Both indicate that although the agency's work environment is generally perceived as favorable, its contribution to enhancing performance remains relatively modest. In practice, the work environment functions more as a stabilizing element that sustains employee comfort and continuity in carrying out their tasks.

Echoes of the present study can be traced in the work of by Octavia and Anggarani (2022) who uncovered a similar pattern in the public works and water resources agency, where the surrounding workspace emerged as a meaningful and advantageous driver of employee achievement. Their investigation illustrates that when employees operate in an

atmosphere that feels supportive and energizing, their inner drive tends to intensify, which in turn equips them to execute their responsibilities with greater precision and steadiness. The strength of this environmental effect implies that organizational decision makers cannot afford to overlook systematic upgrades to both the tangible elements of the workplace and the interpersonal, relational climate that accompanies them, since refinements in these areas are closely tied to improvements in overall performance quality. In essence, higher-quality working conditions are associated with improved employee performance. A well-managed work environment not only facilitates the completion of tasks but also serves as an important source of encouragement that enables employees to perform at their best.

The Effect of Work-Life Balance on Employee Work Performance
The t-test outcomes reveal that the equilibrium employees maintain between their professional duties and personal spheres contributes meaningfully and advantageously to how well they perform at BKPSDM Gorontalo Regency, with the statistical evidence confirming that this relationship is both positive and significant. When viewed from the descriptive test, the work-life balance variable has an average score of between 3.91 and 4.64, which indicates that there is still variation among respondents. Because respondents' perceptions of work-life balance still vary, some employees feel balanced and some do not.

The respondents' perceptions and the statistical findings jointly indicate that individuals who view their work-life balance positively tend to demonstrate stronger work performance, as reflected in the significant test results. Work-life balance emerges as an influential determinant of performance because harmony between professional and personal responsibilities has not been consistently achieved across employees. Those who experience a more even distribution between their work and private lives generally exhibit superior performance. This pattern suggests that as employees perceive greater equilibrium between these two domains, their capacity to deliver higher-quality performance correspondingly increases.

Work-life balance constitutes an important determinant of employee performance, as individuals who are able to harmonize occupational demands with personal needs typically demonstrate greater concentration and higher productivity levels. When personal life remains relatively undisturbed by work-related pressures, stress tends to decline and overall life satisfaction increases. In turn, minimal interference between personal and professional domains is associated with improved work outcomes. Enhancements in performance are closely tied to the psychological well-being and work-life equilibrium of each employee. The attainment of such balance is shaped by several factors, including supportive organizational policies, effective individual time-management capabilities, and encouragement from both family members and supervisors. When these dimensions are addressed comprehensively, the implementation of work-life balance initiatives can meaningfully elevate the performance of employees at the Civil Service and Human Resource Development Agency of Gorontalo Regency.

The findings of this research are consistent with the study by Yusnita and Nurlinawaty (2022) which reported that work-life balance exerts a direct and significant influence on employee performance. Employees who experience a sense of comfort, appreciation, and reasonable workload pressures are generally better able to maintain equilibrium between their professional responsibilities and personal lives. This

equilibrium contributes to lower stress, heightened job satisfaction, and ultimately the attainment of stronger work performance.

The Influence of Work Environment and Work-Life Balance Simultaneously on Employee Performance

The results of the F test demonstrate that the work environment and work-life balance jointly exert a significant influence on employee performance at the Gorontalo Regency BKPSDM. This finding suggests that simultaneous and effective management of both factors can enhance the overall quality of employees' work outcomes. When these two dimensions are well maintained, they foster organizational conditions that not only stimulate productivity but also support employee well-being, both in relation to the work setting and their personal lives.

The analytical results reveal that the calculated F value of 43.097 rises far above the comparison value of 3.20, which confirms the proposition that the condition of the workplace and the balance employees maintain between personal and professional realms operate together as meaningful and significant drivers of performance. When viewed through the lens of the determination coefficient, the figure of 0.642, equal to 64.2 percent, shows that these paired factors collectively account for a sizeable share of the shifts in employee outcomes, while the remaining 35.8 percent reflects the influence of additional elements that were not incorporated into the present investigation. These findings underscore the necessity for institutions to cultivate a supportive work climate and to promote conditions that enable employees to sustain a healthy balance between their professional obligations and personal lives.

The analysis of respondents' perceptions reveals a pattern that aligns closely with the statistical findings, both demonstrating a significant influence of the examined variables. Employees who view their work environment favorably and who successfully maintain balance between their professional and personal roles tend to exhibit stronger performance outcomes. Overall, the congruence between perceptual data and empirical results indicates a clear and consistent relationship. Respondents' assessments of workplace conditions and their ability to achieve work-life balance correspond with the statistical evidence showing a positive effect on performance. These findings further substantiate the theoretical framework underpinning the study and suggest that internal factors related to work-life balance exert a more substantial influence on employee performance than external conditions within the work environment.

In government agencies, a well-managed work environment, ranging from the physical layout of the workspace, the provision of facilities and infrastructure, to the formation of harmonious relationships between employees, as well as effective communication between leaders and employees, will have an impact on public services, cooperation between fields, and effectiveness in implementing HR development programs. In addition, the aspect of work-life balance also has a significant influence on employee performance. When employees have sufficient time for activities outside of work, such as spending time with family and engaging in other social activities, they tend to have lower stress levels. This work in turn, affects concentration and work enthusiasm, which in turn improves work performance

CONCLUSION AND SUGGESTION

From the patterns revealed by the evidence and the analytical procedures applied to the dataset, a cluster of overarching points can be distilled. One outcome shows that conditions within the workplace contribute in a discernible way to how well employees

carry out their responsibilities, which aligns with and affirms the initial proposition. Another finding demonstrates that the equilibrium employees manage between personal obligations and job demands also plays a meaningful role in shaping their performance, thereby reinforcing the second proposition. A final insight indicates that these two elements, when viewed together rather than in isolation, operate in tandem to influence performance outcomes, which confirms the validity of the third proposition.

Drawing from the study's outcomes and the broader interpretation of how workplace conditions and personal–professional equilibrium shape performance within BKPSDM Gorontalo Regency, a set of forward-looking suggestions can be articulated. The leadership and management are encouraged to continue enhancing the quality of the work environment, encompassing both physical aspects such as adequate facilities, cleanliness, and workspace comfort, and non-physical aspects such as interpersonal relations, effective communication, and fair, supportive leadership. Employees are advised to strengthen their time-management skills to maintain productivity while reducing stress, as well as to foster positive communication, harmonious working relationships, and a constructive work atmosphere. Future researchers are recommended to broaden the scope of study by expanding the research objects and variables examined so that subsequent findings become more comprehensive and analytically robust, thereby providing a valuable reference for efforts to enhance the performance of civil servants in other government institutions.

This study has several limitations that need to be addressed by future researchers, including the use of questionnaires to collect data, which allows for subjective assessments from respondents in providing answers, which may lead to inaccuracies in describing the actual conditions. The number of respondents is limited and only includes civil servants (PNS), so the results do not fully describe the overall condition of employees, especially non-civil servants who may have different characteristics and work patterns. The research variables used are limited to the work environment and work-life balance, while there are several other factors Such as motivation, competence or ability, leadership, organizational culture, and the reward system that can affect employee performance that have not been included in this study.

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