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The Effect of Work-Life Balance, Social Support, and Employee Morale on Employee Performance at CV Asal Berkah Mulya

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Abstract

This study evaluates the determinants of employee performance at CV Asal Berkah Mulya by examining work-life balance, social support, and employee morale as independent variables. A quantitative research design was employed, with saturated sampling applied to include all 55 employees as respondents. Empirical estimation using IBM SPSS Statistics 26 confirms that Social Support and Employee Morale are statistically significant positive predictors of Employee Performance, while Work-Life Balance lacks partial significance; nevertheless, the simultaneous test verifies the collective explanatory relevance of all three predictors in the regression model. Consequently, managerial efforts should be directed toward reinforcing workplace social support and enhancing employee morale to improve organizational outcomes more effectively.

Keywords: Work-Life Balance, Social Support, Employee Morale, Employee Performance.

INTRODUCTION

Economic development in the era of globalization has intensified business competition, requiring companies to possess high-quality human resources to enhance productivity and maintain competitive advantage. Human resources (HR) are valuable organizational assets because they are responsible for carrying out all operational activities. The achievement of organizational objectives is closely related to the quality of employees, which is reflected in their knowledge, skills, and competencies. Accordingly, effective management of human resources contributes significantly to higher employee productivity and supports the company in maintaining competitiveness within a dynamic business landscape.

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In an organizational context, employee performance reflects the extent to which individuals complete assigned tasks and fulfill company-defined responsibilities. Triansyah et al. (2023), as cited in Bas & Pinandita,(2026), explain that employee performance is affected by internal determinants, such as capability and motivation, along with external determinants, including organizational environment, compensation structure, and work-life balance. Within an organization, employee performance is assessed not only based on productivity but also on work discipline, quality of work, and teamwork.

CV Asal Berkah Mulya is one of the companies that has experienced these challenges. Located in Pakis Village, Tayu District, Pati Regency, Central Java, Indonesia, the company operates in the production and distribution of honey. Organizational objective realization is substantially contingent upon employee performance in implementing routine operational processes. In this context, employee performance reflects how well employees accomplish the responsibilities and tasks entrusted to them. The better the employee performance, the greater the contribution to achieving the company's overall organizational goals.

However, as the business continues to expand and market competition becomes increasingly intense, the company still faces several challenges related to employee productivity and the timely completion of work. Accordingly, initiatives aimed at enhancing employee performance play an important role in helping the company attain its objectives and sustain overall success.

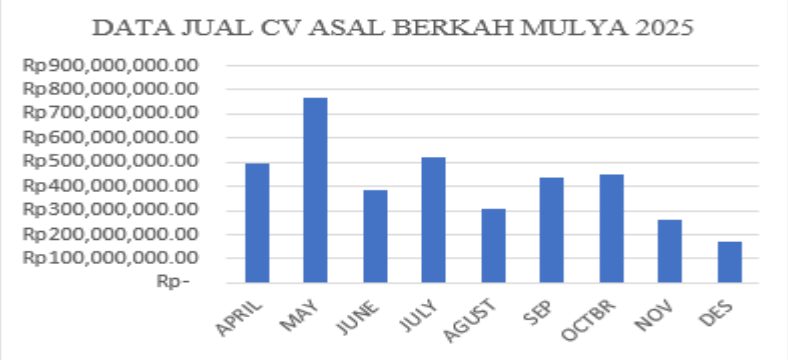


Figure 1. Sales Data of CV Asal Berkah Mulya in 2026
Source: Sales Report of CV Asal Berkah Mulya.

The inconsistent achievement of sales targets indicates that several factors require further consideration, particularly those concerning employees' psychological well-being and welfare. Work-life balance is conceptualized as a salient organizational factor with potential explanatory relevance for employee performance outcomes. (Nafriana, (2021), defines this concept as the ability of individuals to balance professional

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demands with personal aspects of life, including family relationships, social activities, self-development efforts, regular exercise, and proper rest. Furthermore, Mardiani & Widiyanto,(2021) describe work-life balance as a concept that integrates career, personal life, family, and leisure, thereby enhancing employees' enthusiasm and commitment in fulfilling their duties and responsibilities within the organization. Previous studies have reported inconsistent findings regarding the relationship between work-life balance and employee performance. Rachman et al.,(2024) found a positive and significant effect, whereas (Rossa et al., (2024) reported no significant influence on employee performance.

Social support refers to the assistance provided by people in an individual's surrounding environment, including attention, care, and direct support. It encompasses both emotional and instrumental support, which can help employees achieve their work objectives while reducing stress resulting from job demands (Sukowati & Padmantyo, 2025). Empirical evidence on how social support affects employee performance has not yet shown uniform conclusions. According to Raldianingrat et al., (2024) social support is associated with improved employee performance. Such support may originate from coworkers, managers, and family, each of whom can assist employees in dealing with stress in the workplace (Wulanndari, 2025). In contrast, Wibowo et al., (2025) concluded that social support has no significant influence on employee performance.

Employee morale is defined as the psychological drive that motivates employees to work with stronger enthusiasm and greater effort, leading to more efficient and effective task completion (Lase, 2025). Zahara,(2023), provides empirical evidence that employee morale constitutes a statistically significant positive determinant of employee performance. Strong morale encourages employees to carry out their responsibilities more effectively and supports the achievement of increased productivity. It also reflects employees' sense of satisfaction with their work, company policies, career development opportunities, interpersonal relationships, and the work environment. Different results were reported by Zainuddin & Darman, (2020) who concluded that employee morale does not contribute significantly to employee performance.

Conceptual Framework and Hypotheses Development

Drawing upon the established theoretical framework and relevant prior empirical evidence, this study formulates the following hypotheses:

H1: “Work-Life Balance does not have a statistically significant effect on employee performance.”

H2: “Social Support has a positive and statistically significant effect on employee performance.”

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H3: "Work Motivation has a positive and statistically significant effect on employee performance."
H4: "Work-Life Balance, Social Support, and Work Motivation simultaneously have a positive and statistically significant effect on employee performance."

RESEARCH METHODS

This study used a quantitative research method supported by an associative design. Sugiyono (2022), states that associative research focuses on identifying the relationship or effect among two or more variables. Therefore, this approach was suitable for examining the extent to which work-life balance, social support, and employee morale influence employee performance at CV Asal Berkah Mulya.

CV Asal Berkah Mulya served as the research location, and all 55 employees were included as respondents. Questionnaire administration served as the principal data collection method, supported by secondary information derived from internal organizational records. Responses were captured through a 10-point Likert-type scale, spanning from 1 for strong disagreement to 10 for strong agreement. Prior to field implementation, the measurement indicators underwent validity and reliability assessment to establish the psychometric appropriateness of the instrument.

Statistical computation was undertaken with SPSS 26 by implementing a staged analytical protocol comprising measurement-instrument validation, reliability estimation, classical assumption diagnostics, multiple linear regression modeling, and inferential testing through t-statistics, F-statistics, and the coefficient of determination.

Resultan and Discussion

Variabel Test

Table 1. Validity Test Results

no	Variabel	Pernyataan	Nilai r Tabel	Nilai r Hitung	Keterangan
1	*Work-Life Balanc*	X1.1	0,2656	0,576	Valid
		X1.2		0,641	Valid
		X1.3		0,497	Valid
		X1.4		0,645	Valid
2	Social Support	X2.1	0,2656	0,642	Valid
		X2.2		0,274	Valid
		X2.3		0,531	Valid
		X2.4		0,320	Valid
		X2.5		0,437	Valid
3	Employee Morale	X3.1	0,2656	0,497	Valid
		X3.2		0,676	Valid
		X3.3		0,669	Valid

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4	Employ performance	Y1	0,2656	0,595	Valid
		Y2		0,590	Valid
		Y3		0,861	Valid
		Y4		0,803	Valid
		Y5		0,756	Valid
		Y6		0,682	Valid

Source: Processed SPSS Data (2026)

The instrument validation outcomes reveal that each measurement item across Work-Life Balance (X_1), Social Support (X_2), Employee Morale (X_3), and Employee Performance (Y) exceeds the minimum correlation criterion of 0.2656, confirming the construct-level adequacy of the questionnaire for subsequent empirical analysis.

Reliability Test

Table 2. Reliability Test Results

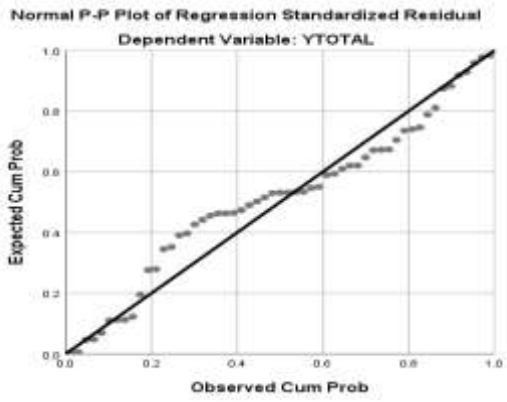
No	Variabel	Chronbach's Alpha	R Alpha (a)	Keterangan
1	*Work-Life Balanc*	0,6	0,731	Realiabel
2	*Social Support*	0,6	0,698	Realiabel
3	Employee Morale	0,6	0,655	Realiabel
4	Employ performanc	0,6	0,814	Realiabel

Source: Processed SPSS Data (2026)

The reliability estimation yielded acceptable Cronbach's Alpha coefficients across all latent constructs, namely 0.731 for Work-Life Balance, 0.698 for Social Support, 0.655 for Employee Morale, and 0.814 for Employee Performance, thereby confirming the psychometric adequacy of the questionnaire.

Normality Test

Table 3. Normality Test Result



Source: Processed SPSS Data (2026)

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Before conducting multiple linear regression, the data were first examined through classical assumption testing to determine their appropriateness for the analysis. The Kolmogorov–Smirnov diagnostic yielded a non-significant p-value of 0.200, confirming that the residual structure satisfies the normality assumption required for subsequent regression estimation.

Kolmogorov–Smirnov Test

Table 4 . Kolmogorov–Smirnov Normality Test Results

One-Sample Kolmogorov-Smirnov Tes

		Unstandardized Residual
N		55
Normal Parameters[a,b]	Mean	.0000000
	Std, Deviation	6.26148644
Most Extreme Differences	*Absolute*	*.076*
	Positif	.076
	Negative	-.075
Test Statistic		.076
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors significance correction.
d. Tis is a lower bound of the true significance.

Source: Processed SPSS Data (2026)

The KS diagnostic normality output yielded an Asymp. Sig. (2-tailed) value of 0.200, thereby substantiating the adequacy of the residual distribution for subsequent regression-based inferential analysis.

Heteroskedasticity Test

Heteroscedasticity testing was performed through the Glejser method to evaluate whether the regression model contained unequal variance in the residuals. The heteroscedasticity decision rule was established by referring to the significance level generated for each predictor variable. If every significance value is greater than 0.05, the model is assumed to meet the homoscedasticity requirement. However, when a significance value falls below 0.05, heteroscedasticity is indicated.

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Table 5. Glejser Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.243	2.082		.597	.553
	WORK-LIFE BALANC	-.028	.057	-.067	-.500	.619
	SOCIAL SUPPORT	.023	.042	.078	.549	.585
	EMPLOYEE MORALE	.009	.043	.028	.201	.841

a. Dependent Variable: ABS_RES

Source: Processed SPSS Data (2026)

The heteroscedasticity assessment conducted through the Glejser method revealed that the significance values of all predictor variables were higher than the 0.05 threshold. This evidence suggests that the regression model does not experience heteroscedasticity problems. Consequently, the model satisfies the required classical assumption and is appropriate for continued statistical analysis.

Multicollinearity Test

Table 6. Multicollinearity Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	16.221	5.639		2.877	.006		
	WORK-LIFE BALANC	.236	.190	.156	1.238	.221	.849	1.178
	SOCIAL SUPPORT	.470	.175	.340	2.691	.010	.843	1.186
	EMPLOYEE MORALE	.514	.235	.265	2.183	.034	.914	1.094

a. Dependent Variable: Employee Performance

Source: Processed SPSS Data (2026)

- The multicollinearity assessment is based on the tolerance value, where values exceeding 0.10 indicate that the independent variables are not highly correlated with one another. Since Work-Life Balance, Social Support, and Work Motivation each have tolerance values above 0.10, the regression model satisfies the multicollinearity assumption.

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- The multicollinearity assessment can be interpreted through the VIF, where values under 10.00 indicate that the predictor variables are free from multicollinearity. Since Work-Life Balance, Social Support, and Employee Morale each obtained VIF values below 10.00, the regression model satisfies the multicollinearity assumption.

Multi Liniear Regression Analisis

Table 7. Multiple Linear Regression Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.221	5.639		2.877	.006
	WORK-LIFE BALANC	.236	.190	.156	1.238	.221
	SOOCIAL SUPPORT	.470	.175	.340	2.691	.010
	EMPLOYEE MORALE	.514	.235	.265	2.183	.034

a. Dependent Variable: Employee Performance

Source: Processed SPSS Data (2026)

From the multiple linear regression analysis, the regression model can be formulated as follows:

$$16.221 + 0{,}236X_1 + 0{,}470X_2 + 0{,}514X_3 + e.$$

Work-Life Balance (X_1) fails to meet the statistical significance requirement because its p-value exceeds 0.05, indicating that it is not a significant predictor of Employee Performance (Y).

Referring to the test output, Social Support (X_2) constitutes a statistically significant positive determinant of Employee Performance, with a p-value of 0.010 below the conventional alpha level. Thus, an increase in the support provided to employees is associated with higher levels of performance.

The inferential test indicates that Employee Morale (X_3) constitutes a statistically significant positive determinant of Employee Performance (Y), with a p-value of 0.034 falling below the conventional alpha threshold.

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t-Test

Table 8. t-Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.221	5.639		2.877	.006
	WORK-LIFE BALANC	.236	.190	.156	1.238	.221
	SOOCIAL SUPPORT	.470	.175	.340	2.691	.010
	EMPLOYEE MORALE	.514	.235	.265	2.183	.034

a. Dependent Variable: Employee Performance

Source: Processed SPSS Data (2026)

The empirical evidence demonstrates that Work-Life Balance is not a statistically significant determinant of Employee Performance, given its t-statistic of 1.238 relative to the critical value of 2.006 and its non-significant p-value of 0.221.

The inferential evidence demonstrates that Social Support fulfills the partial-test acceptance criteria, with a t-statistic of 2.691 exceeding the critical threshold and a p-value of 0.010 indicating statistical significance at the 5% level. Thus, Social Support significantly and positively contributes to Employee Performance, implying that support from supervisors and colleagues is an essential element in strengthening employee performance.

Employee Performance is significantly affected by Employee Morale, supported by a t-statistic above the critical threshold and a p-value below the 5% level, while the partial-test results indicate that only Social Support and Employee Morale have significant effects.

F-Test

Table 9. F-test Results

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1081.340	3	360.447	7.728	.000[b]
	Residual	2378.769	51	46.643		
	Total	3460.109	54			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work-Life Balance, Social Support, Employee Morale

Source: Processed SPSS Data (2026)

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The model satisfies the simultaneous testing criteria because the obtained F-count is higher than the critical F-table value, and the significance level remains below 0.05. This result demonstrates that Work-Life Balance (X_1), Social Support (X_2), and Employee Morale (X_3) together significantly affect Employee Performance (Y).

While Work-Life Balance is not statistically significant in the partial test, the simultaneous test confirms that Employee Performance is influenced by the combined effect of the independent variables. This result is likely supported by the significant effects of Social Support and Employee Morale within the model. Thus, the three variables together contribute to explaining variations in Employee Performance.

The specified regression framework demonstrates adequate explanatory capability in assessing the effects of Work-Life Balance, Social Support, and Employee Morale on Employee Performance, thereby suggesting that performance enhancement is attributable to the simultaneous contribution of the modeled predictors.

Coefficient of Determination Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.775[a]	.600	.577	3.756

a. Predictors: (Constant), Work-Life Balance, Social Support, Employee Morale

b. Dependent Variable: Employee Performance

The determination coefficient yielded an R Square of 0.600, suggesting that the integrated effects of Work-Life Balance, Social Support, and Employee Morale explain 60.0% of Employee Performance variability, leaving 40.0% to exogenous determinants not specified in the analytical framework.

The adjusted coefficient of determination, shown by an Adjusted R Square value of 0.577, indicates that Work-Life Balance, Social Support, and Employee Morale explain 57.7% of Employee Performance variation after the model has been adjusted. The other 42.3% is attributable to factors beyond the variables analyzed in this study. With an R coefficient of 0.775, the relationship between the independent variables and Employee Performance can be categorized as strong, supporting the model's use in evaluating the influence of the three predictors.

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DISCUSSION

The Effect of Work-Life Balance on Employee Performance

With a t-statistic of 1.238, which is below the critical threshold of 2.006, and a non-significant p-value of 0.221, the partial regression evidence shows that Work-Life Balance does not significantly affect Employee Performance at CV Asal Berkah Mulya, even though the coefficient estimate is positive at 0.236.

The evidence shows that employee performance is not primarily determined by work-life balance conditions. Employees at CV Asal Berkah Mulya appear to remain productive and capable of fulfilling job demands as well as achieving company targets, regardless of variations in how they perceive their work-life balance.

The empirical evidence is in line with Rossa et al. (2024), whose research indicated that work-life balance had no substantial statistical role in explaining employee performance. In this research, the enhancement of Employee Performance within CV Asal Berkah Mulya is better explained by other influential variables, particularly Social Support and Work Motivation, which produced significant results. Thus, the company should give greater attention to strategies that improve these factors, considering their stronger relevance to employee productivity.

The Effect of Social Support on Employee Performance

A t-statistic of 2.183, which is greater than the critical value of 2.006, and a p-value of 0.034, which is less than the 0.05 alpha threshold, show that Social Support (X_2) is a positively and statistically significant predictor of Employee Performance, according to the regression estimation.

Social support in the workplace may take the form of assistance from coworkers, attention and encouragement from supervisors, motivation, recognition, and access to job-related information. Such support enables employees to feel valued and enhances their work motivation. A supportive work environment encourages employees to perform their duties more effectively, strengthens their sense of responsibility, and motivates them to achieve the performance targets established by the company.

The findings are consistent with previous research by Raldianingrat et al. (2024), which indicated that social support has a significant positive influence on employee performance by improving morale and assisting employees in managing workplace-related pressures. Nuroni et al. (2025) also reported comparable results, explaining that employees supported by their organizational environment generally show greater self-assurance and stronger work enthusiasm, both of which contribute to better performance. Consequently, the quality of social support provided by CV Asal Berkah Mulya is closely related to the performance level achieved by its employees.

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The Effect of Work Enthusiasm on Employee Performance

The inferential output demonstrates that Employee Morale satisfies the partial significance criterion, with a t-statistic of 2.183 surpassing the critical value of 1.998 and a p-value of 0.034 below the conventional alpha level. This evidence indicates that Employee Morale significantly and positively contributes to Employee Performance at CV Asal Berkah Mulya. In other words, employees with higher morale tend to produce better performance. Strong morale fosters enthusiasm, discipline, and a sense of responsibility in performing work duties, which ultimately improves task effectiveness and supports the optimal attainment of company objectives.

The findings imply that employees at CV Asal Berkah Mulya possess a constructive level of morale in performing their organizational roles. This is evident in their productivity, attendance consistency, and controlled attitude, which collectively facilitate more effective and efficient task completion. Employees with strong morale are more likely to show initiative, adjust well to job-related demands, and remain committed to delivering optimal results, thereby enhancing overall Employee Performance.

These empirical results corroborate the conclusions of Zahara et al. (2023), Yandy and Arifin (2025), and Dwipani et al. (2024), indicating that employee morale functions as a significant positive determinant of employee performance. These studies indicate that high morale encourages employees to perform more effectively, as it strengthens their willingness to complete tasks properly, attain established work targets, and contribute optimally to organizational success.

The Effect of Work-Life Balance, Social Support, and Employee Morale on Employee Performance

With an F-statistic of 7.728 surpassing the crucial value of 2.79 and a p-value below 0.05, the simultaneous regression test validates the joint influence of Work-Life Balance, Social Support, and Employee Morale on Employee Performance, demonstrating the overall importance of the model.

Overall, the evidence indicates that employee performance improvement is influenced by the combined contribution of Work-Life Balance, Social Support, and Employee Morale rather than by a single variable. A balanced relationship between professional duties and personal life can promote employees' physical and psychological well-being, thereby improving their capacity to perform work tasks efficiently. At the same time, encouragement and assistance from superiors, coworkers, and family members help employees manage work-related challenges and create a more positive organizational climate.

Moreover, employees with high morale tend to show greater productivity, stronger discipline, and a higher sense of responsibility in completing their assigned tasks. The

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simultaneous presence of balanced work-life conditions, adequate social support, and strong employee morale can encourage employees to achieve optimal performance outcomes. Accordingly, CV Asal Berkah Mulya should place sustained attention on these factors to enhance the quality of its workforce and enable the company to attain its goals more effectively.

CONCLUSION

Based on the partial hypothesis testing, Work-Life Balance is not proven to have a significant effect on employee performance at CV Asal Berkah Mulya. In this context, differences in the balance between employees' work and personal lives do not substantially determine the improvement of their performance. On the other hand, Social Support and Work Motivation have demonstrated positive and statistically significant influences. This suggests that employees who receive greater support from their superiors and colleagues and possess stronger motivation tend to achieve higher performance levels.

The partial hypothesis evidence demonstrates that Work-Life Balance lacks statistical significance in explaining employee performance at CV Asal Berkah Mulya, indicating that work–life alignment does not constitute a substantive determinant of performance variability. This result differs from Social Support and Work Motivation, which were proven to have significant positive effects. Thus, greater support from superiors and colleagues, together with stronger work motivation, is associated with improved employee performance.

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