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## **The Effect Of Work-Life Balance, Organizational Fairness, And Work Performance Appraisal On Bank Sulselbar Employee Performance Mamuju Main Branch**

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**Abstract:** This research aims to examine the influence of work-life balance, organizational justice, and job performance appraisal on the performance of Bank Sulselbar employees at the main branch of Mamuju. The research approach used is quantitative with survey research methods. The employee population is 60 people and the sampling technique uses a saturated sample so that the total number of respondents is 60 employees. This results of the research show that partially work-life balance and organizational justice have no effect on performance, while work performance appraisals have a positive and significant effect on employee performance. Simultaneously the three independent variables make a real and strong contribution to employee performance with a calculated F value of  $496.3769 > 3.16$  from the f table value. The variable that has the most dominant influence on employee performance is work performance assessment with a standardized beta value of 0.921.

**Keywords:** Work-Life Balance, Organizational Justice, Job Performance Assessment And Employee Performance.

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### **A. Introduction**

Human resources have a major role in every organizational activity, even though it is supported by facilities and infrastructure as well as sources of funds, but without the support of reliable human resources, organizational activities will not be completed properly. This shows that human resources are the main key that must be considered with all their needs. As the main key, human resources will determine the success of the implementation of organizational activities. Human resources are expected to be able and willing to devote their full energy to improve performance.

In improving human resources so that they can continue to exist in a constantly changing environment, it is necessary to improve employee performance. Performance is the result of work that a person achieves based on job requirements. In other words, performance is a series of activities as a process carried out by employees in their efforts to achieve the results that have been set

Performance is also the result of an employee's work over a certain period compared to various possibilities such as standards, targets/objectives or criteria that have been determined in advance and



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mutually agreed upon in the company (Barkah & Sarwandianto, 2023) every human being has the ability to carry out various activities. Humans can acquire the ability to behave both naturally (from birth) and through education. Although humans have the ability to behave in a certain way, this ability is only realized at certain moments.

Every organization wants its personnel to be able to produce high-quality results. This is very difficult to achieve if the employees who work there are not productive. Companies sometimes can't tell the difference between productive and unproductive staff. (Jufrizen & Hamdani, 2023) explains that performance is the result of an employee's work over a period of time compared to many alternatives, such as standards, targets/objectives, or predetermined criteria.

Another opinion also states according to research (Rauf, 2022) that "Performance evaluation as an appraisal process evaluates the performance of an appraiser over a certain period of time by comparing it with performance standards, and the results are used to make MSDM decisions about what is assessed. According to (Mutiarra, 2021), performance is basically what employees do or don't do. Employee work is something that helps many people contribute to the organization.

According to (Karomah, 2020) that performance is a series of behaviors and activities individually in accordance with organizational expectations or goals. According to (Nasir, 2020) Performance refers to the success of a person in carrying out activities, as well as the results of work that can be achieved by a person or a group of individuals in an organization. In other words, performance is the result of a person's efforts in carrying out the responsibilities imposed on him in accordance with the specified criteria.

(Mathis & Jackson in Setiawan & Tirtono, 2020) states that performance is what employees do or don't do. Furthermore, (Mangkunegara & Hasibuan, 2019) states that performance is the result of the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. This description reveals that the work done by an employee in carrying out a task can be evaluated by the level of performance given, for example, employee performance can be determined from the achievement of specific targets during the period of employee performance can be determined from the achievement of specific targets during the period in the organization.

Employee performance is determined by various factors, including work balance, organizational fairness, and work performance assessment. Work-life balance is defined as an individual's ability to meet their work and family commitments, as well as other non-work responsibilities and activities.

Work Life Balance (WLB) is a theory that explains how individuals manage the work and family environment and the boundaries between the two to achieve balance (Clark in Rahmayati, 2021). (Hudson in Putra, 2020) states that work-life balance (WLB) is a form of individual satisfaction in achieving life-balance at work. Then Tasnim, Hossain, and Enam mentioned that work-life balance is a condition where a person can share roles and feel satisfaction in these roles, which can be seen from the low level of work-family conflict that occurs when the demands of work-life cause problems in meeting the demands of family life (Pratiwi, 2021).

According to (Kristanto in Sembiring et al., 2021), organizational justice is often separated into three categories: distributive justice (justice for results), procedural justice (justice for processes or regulatory features), and interactional justice (justice for interactions that delegate authority to

subordinates). Although such a distribution of justice is not entirely determined by absolute results, but rather by comparing the proportion given to individuals with the proportion allocated to group members (Sholehuddin et al., 2022), distributive justice outperforms procedural justice as a predictor of job satisfaction. Employee personal behavior, such as job happiness, is highly predicted by distributive fairness. Organizational fairness is a concept used to define equality or fairness in the workplace, focusing on how employees determine whether they are treated fairly in their interactions and how these findings affect other work-related variables (Hariani & Muafi, 2021).

Another factor that affects employee performance is work performance assessment. (Mangkunegara & Hasibuan, 2019) states that work achievement is a result of a job achieved by a person in carrying out the tasks that have been charged to each employee who is targeted for skills, experience, seriousness, and time. (Wahyoedi et al., 2022) Employee achievement is an ability, where with the ability that is in accordance with their field of work, the wealthy can work better. Achievement is defined as the level of a person's proficiency in tasks that cover their work. Meanwhile, work prest is referred to as the result of a person's efforts which is determined by his or her abilities, personal characteristics and perception of his role in work. Monna (2020) work achievement as the level of proficiency of employees in their tasks that include their work, the understanding of the weight of individual abilities in fulfilling the provisions in the work. (Zefanya, 2022) work achievement is the process of work performance or achievement of work results that have been given by a person or group of people. Work achievement is as feedback from various things, namely a person's abilities, fatigue, shortcomings and potential.

The results of the study stated that organizational justice has a positive influence on organizational commitment and employee performance improvement (Kosasih, 2016; Nurmala, 2015; Penida, 2023; Retnowati & Darmawan, 2022; Thalib, 2022; Victor et al., 2022). The results of a survey conducted by (Deloitte in Sundari & Utami, 2022) on millennial employees in 29 countries around the world stated that one of the factors that can influence the decision to turnover is fairness. They consider that companies need to be fully transparent and uphold fairness and equality in all aspects of their work.

Then research conducted by (Sundari & Utami, 2022) on factors that can affect organizational commitment to millennial employees, including satisfactory wages accompanied by various benefits, open opportunities to be able to develop, a conducive work climate so that innovation and creativity can be missed, and fair assessments of millennial generation employees. (Rahmayati, 2021) in her work the results of a survey on work-life balance in Hong Kong cited that there is an alarming percentage of respondents who feel that work is the cause of health problems, especially stress and lack of exercise. Health problems tend to lead to lower productivity and worker effectiveness. John.P. in Fauziah (2020) getting long working hours of more than 10 hours/day will result in a decrease in productivity levels and encourage employees to often not work until they move to another company. Long working hours make them very tired. This causes some homework to be neglected.

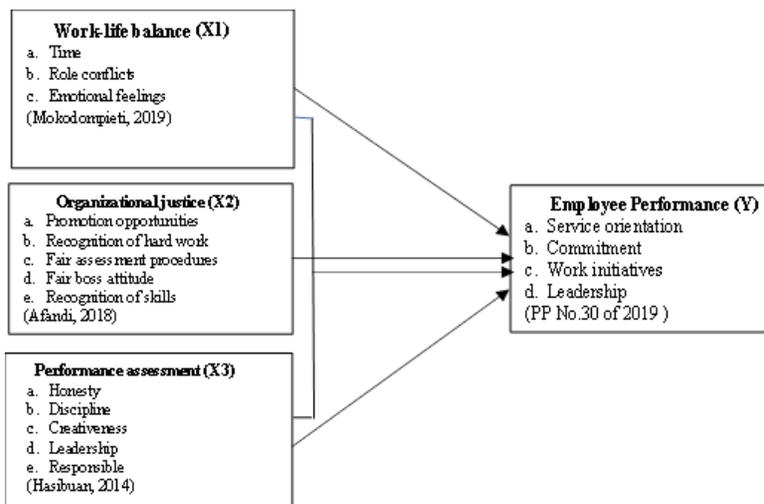
The objective condition at the West Sulawesi Regional Development Bank Utaman Mamuju Branch shows that there are still employees with low performance, which is caused by, among other things, a poor work-life balance, organizational fairness and work performance assessment that has not been carried out objectively and

fairly. This factor needs to receive attention from the leadership so that it can gradually be solved and improved properly. Because with good employee performance, it is hoped that it will encourage the organization to move employees to perform their duties in each field of duty well and the assessment of employee work performance can be carried out objectively and transparently, so that employees feel satisfied and work with great dedication. This objective constraint encourages the author to conduct research in the context of drafting the author's thesis, as well as contributing thoughts to the leadership to improve employee performance.

Based on the background and several previous researches, the author is interested in conducting a thesis research with the title: "The Influence of Work-Life Balance, Organizational Justice, and Work Performance Assessment on the Performance of Employees of Bank Sulsebar Main Branch Mamuju".

Based on the background and formulation of the problem presented earlier, the conseual framework in this study can be seen in detail in gambar 1 as follows.

**Figure 1. Conceptual Framework**



**Research Hypothesis**

Based on the contextual framework of the above research, the hypothesis in this study is formulated as follows:

1. Work-life balance has a positive and significant effect on employee performance at Bank Pembangunan Sulawesi Main Branch Mamuju.
2. Organizational justice has a positive and partially significant effect on employee performance at the West Sulawesi Development Bank Main Branch Mamuju.
3. The assessment of work performance has a positive and significant effect on employee performance at the West Sulawesi Development Bank Main Branch Mamuju.
4. Work-life balance, organizational fairness and work performance assessment have a positive and significant simultaneous effect on employee performance at Bank Pembangunan Sulawesi Main Branch Mamuju
5. The most dominant work-life balance variable affects employee performance at the West Sulawesi Development Bank Main Branch Mamuju.

**B. Research Methods**

This study uses a qualitative approach, meaning that the information or data presented is in the form of numbers obtained from filling out questionnaires. The quantitative approach is an approach that primarily uses the postpositivist paradigm in developing science (such as causal thinking, reduction to variables, hypotheses, and specific questions using measurement and observation as well as theoretical testing), using research strategies such as experiments and surveys that require statistical data.

The implementation of the research was carried out at the West Sulawesi Development Bank Mamuju Main

Branch. The research time will be carried out starting in June 2024.

Population is a generalization area consisting of subjects or objects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions (Sugiono, 2011). The population of this study is all employees at the West Sulawesi Development Bank Main Branch Mamuju totaling 60 people. The sample determination uses a saturated sample so that the entire population is used as a sample, namely 60 respondents.

The data collection technique in this study is using questionnaires and documentation studies. Questionnaires are making a list of statements or questionnaires to be distributed to respondents to fill them out, in the hope that they can give honest and objective answers to the questions. The answer is then scored with a Likert scale. Documentation studies, data collection techniques by reading and studying various writings, journals, and information related to research.

The quantitative data analysis technique obtained from the questionnaire results using multiple regression analysis was preceded by validity test, reliability test, multiple linear regression analysis, t-test, uji f, and determination coefficient (R2)

### C. Result and Discussion

#### Result

##### Validity Test

Table 1. Validity Test Results

Indicator	r <sub>calculate</sub>	r <sub>table</sub>	Information
<b>Work-Life Balance (x1)</b>			
X1.1	0,706	0,254	Valid
X1.2	0,611	0,254	Valid
X1.3	0,739	0,254	Valid
X1.4	0,706	0,254	Valid
X1.5	0,809	0,254	Valid
<b>Organizational Justice (X2)</b>			
X2.1	0,868	0,254	Valid
X2.2	0,883	0,254	Valid

Indicator	r <sub>calculate</sub>	r <sub>table</sub>	Information
X2.3	0,721	0,254	Valid
X2.4	0,753	0,254	Valid
X2.5	0,847	0,254	Valid
<b>Work Performance Assessment (X3)</b>			
X3.1	0,975	0,254	Valid
X3.2	0,980	0,254	Valid
X3.3	0,457	0,254	Valid
X3.4	0,980	0,254	Valid
X3.5	0,979	0,254	Valid
<b>Employee Performance (Y)</b>			
Y1	0,980	0,254	Valid
Y2	0,470	0,254	Valid
Y3	0,982	0,254	Valid
Y4	0,982	0,254	Valid
Y5	0,980	0,254	Valid

Source: Data processing results, 2024.

The results of the validity test showed that all valid variable items with a calculated value greater than the table (0.254), indicating a strong correlation with the total score of the indicator. This ensures that the measuring tools used accurately measure variables such as work-life balance, organizational fairness, work performance assessment, and employee performance at Bank Sulsebar Mamuju Main Branch. These valid instruments support the interpretation and generalization of findings, essential for accurate and trustworthy data-driven organizational decision-making.

##### Reliability Test

Table 2. Reliability Test Results

Variable	Cronbach Alfa	Information
Work-Life Balance (x1)	0,764	Reliable
Organizational Justice (X2)	0,872	Reliable
Work Performance Assessment (X3)	0,929	Reliable
Employee Performance (Y)	0,934	Reliable

Source: Data processing results, 2024.

The results of the reliability test conducted on the variables of work-life balance (X1), organizational fairness (X2),

work performance assessment (X3), and employee performance (Y) showed a high level of internal consistency of the research instrument. In Table 5.10, Cronbach's alpha values obtained for each variable are 0.764 for X1, 0.872 for X2, 0.929 for X3, and 0.934 for Y. These values far exceed the generally accepted minimum reliability standard of

more than 0.6, which indicates that the instrument used is highly reliable for measuring the variables studied.

**Multiple Regression Test**

**Table 3. Multiple Linear Regression Test Results**

Model		Coefficients <sup>a</sup>						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta				
1	(Constant)	-1,385	,677		-2,046	,045		
	TOTAL X1	,019	,089	,013	,217	,829	,175	5,700
	TOTAL X2	,088	,056	,068	1,568	,123	,343	2,917
	TOTAL X3	,978	,053	,921	18,284	,000	,255	3,919

a. Dependent Variable: TOTAL\_Y

Source: Data processing results, 2024.

Interpretation of Regression Equations

$$Y = -1,385 + 0,019X1 + 0,088X2 + 0,978X3 + e$$

In the multiple linear regression equation above which shows the relationship between independent variables and partially dependent variables, from the equation it can be concluded that:

1. The constant value is -1,385. This means that if there is no change in the variables of work-life balance, fairness of work organization and work performance assessment is 0, then the performance of employees at the Bank of South Sulawesi Mamuju Main Branch office is -1,385 units.
2. The value of the work-life balance regression coefficient is 0.019, meaning that the work-life balance variable (X1) increases by 1 unit assuming that the organizational justice variable (X2), work performance assessment (X3) and constant (a) are zero (0), then Employee Performance at the Bank of South Sulawesi Mamuju Main Branch office increases by 0.019. This shows that the work-life balance variable contributes positively to employee performance at the

Bank Sulawesi Mamuju Main Branch office, so that the better the Work-Life Balance at Bank Sulawesi Mamuju Main Branch, the better the employee performance will increase.

3. The value of the regression coefficient of organizational justice is 0.088, meaning that the variable of organizational justice (X2) increases by 1 unit assuming that the work-life balance (X1), Work Performance Assessment (X3) and constant (a) are zero (0), then the performance of employees at the Bank of South Sulawesi Mamuju Main Branch office increases by 0.088. This shows that the variable of organizational justice contributes positively to employee performance at the Bank Sulselbar Mamuju Main Branch office, so that the better the organizational justice of employees at Bank Sulselbar Mamuju Main Branch, the better the performance of employees will increase.
4. The value of the regression coefficient of work performance assessment is 0.978, meaning that the variable of work performance assessment (X3) increases by 1 unit assuming that the variable of work-life balance (X1), and organizational

justice (X2) and constant (a) is zero (0), then the performance of employees at the Bank Sulsebar Mamuju Main Branch office has increased by 0.978. This shows that the variable of work performance assessment contributes positively to employee performance at the Bank Sulawesi Mamuju Main Branch office, so that the better the work performance assessment at Bank Sulawesi Mamuju Main Branch, the employee performance also increases.

**Test T (partial)**

Based on table 3 above, the influence of variables can be made as follows:

1. The effect of work-life balance (X1) on employee performance at the Bank of South Sulawesi Mamuju Main Branch Office. The results of the work-life balance test (X1) obtained a significance value of 0.045 with a tcal value of 0.217 and using a significance level (a) = 0.05 with a degree of freedom of 2.003. The results show that the tcal value is 0.217 < 2.003 and the significance value is 0.045 > 0.05. Statistical testing shows that partially work-life balance (X1) does not have a significant influence on employee performance at Bank Sulawesi Main Branch Mamuju.
2. The effect of organizational justice (X2) on employee performance at Bank Sulawesi

Mamuju Main Branch. The results of the Organizational Justice test (X2) obtained a significance value of 0.123 with a tcal value of 1.568 and using a significance level (a) = 0.05 with a degree of freedom of 2.02439. The results show that the tcal value is 1.568 < 2.003 and the significance value is 0.123 > 0.05. Statistical testing shows that partially, organizational fairness has no effect on employee performance at Bank Sulawesi, Mamuju Main Branch.

3. The effect of work performance assessment (X3) on employee performance at Bank Sulawesi, Mamuju Main Branch. The results of the work performance assessment test (X3) obtained a significance value of 0.000 with a calculation value of 18.284 and using a significance level (a) = 0.05 with a degree of freedom of 2.003. The results show that the tcal value is 18.284 > 2.003 and the significance value is 0.000 < 0.05. Statistical testing shows that partially the variable of work performance assessment has a positive and significant influence on employee performance at Bank Sulawesi Main Branch Mamuju.

**Test F (Simultaneous)**

**Result 4. Test Result F (Simultaneous)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1546,043	3	515,348	496,376	,000 <sup>b</sup>
	Residual	58,140	56	1,038		
	Total	1604,183	59			
a. Dependent Variable: TOTAL_Y						
b. Predictors: (Constant), TOTAL_X3, TOTAL_X2, TOTAL_X1						

Source: Data processing results, 2024.

Based on data analysis carried out using the SPSS for IBM 24 computer program tool, it was obtained that the fcal value was 496.376 with a significance of

0.000, so that the result was a fcal value of 496.376 > ftable of 3.16 with a significance value of 0.000 < 0.05. The conclusion is that simultaneously work-life balance (X1), organizational justice (X2) and work

performance assessment (X3) have a strong and significant influence on Bank Sulsebar Mamuju Main Branch.

**Koefisien Determinasi (R<sup>2</sup>)**

**Table 5. Determination Coefficient Test Results**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,982 <sup>a</sup>	,964	,962	1,01893	2,306
a. Predictors: (Constant), TOTAL_X3, TOTAL_X2, TOTAL_X1					
b. Dependent Variable: TOTAL_Y					

Source: Data processing results, 2024.

Based on table 5, it can be seen that the value of the determination coefficient is found in the adjusted r square value of 0.962 or 96.2%. This means that the ability of the independent variables of work-life balance variables, work organization fairness, work performance assessment in explaining the variable bound by employee performance is 96.2%, the remaining 3.8% is explained by other variables that are not discussed in this study.

**Uji Beta (Dominan)**

Based on the beta test, the beta standardized values of variables including work-life balance (X1), organizational justice (X2), and work performance assessment (X3) were obtained, so the one that had the greatest influence on Bank BPD Sulsebar Main Branch Mamuju was the work performance assessment variable (X3) with a beta value of 0.921.

**D. Conclusion**

**The Effect of Work-Life Balance (X1) on Employee Performance at Bank Sulawesi, Mamuju Main Branch**

Work-life balance is a condition in which a person is able to manage and control between his personal life and his work life effectively and in a balanced manner. An employee can have excellent work performance if he is able to manage and control both aspects well.

This study has found that the work-life variable does not have a significant influence

on employee performance at Bank Sulawesi, Mamuju Main Branch, which was obtained from the results of the t-test which showed that the t-value of the work-life balance variable (X1) was 0.217 < ttable 2.003 and the significance of 0.045 > a significant value of 0.05. This means that H1 is rejected and H0 is accepted, where there is a partial no significant influence between work-life balance variables on employee performance at Bank Sulawesi Main Branch Mamuju.

The insignificance of the influence of work-life balance on employee performance at Bank Sulawesi Main Branch Mamuju is certainly influenced by various factors, one of which is the context of the research itself, which is known in the context of banking often faces time pressure and strict work targets for each employee. The high time pressure and work targets certainly make it very difficult for employees to manage and control their work and family life and tend to prioritize their work life over their family life.

The role theory put forward by (Katz and Kahn in Mardiana et al., 2021) affirms that the dual roles held by individuals in personal and professional life often give rise to role conflicts that can affect psychological well-being and performance. In the context of banking, this role conflict can become more intensive due to the high demands of the job and the expectation to achieve certain targets. When employees are unable to manage roles effectively, work-life balance is disrupted, and employee performance cannot always be improved just by focusing on that balance.

Furthermore, research by (Batt and Valcour in Resmiatini & Sitalaksmi, 2017) found that in high-stress industries such as banking, factors such as competitive compensation, career development opportunities, and managerial support have a more significant influence on employee performance compared to work-life balance. This suggests that while work-life balance is important, employees may be more motivated by factors that are directly related to their work.

Another study by (Frye and Breugh in Syam, 2022) indicates that the influence of work-life balance policies can vary depending on the organizational culture and managerial attitudes towards the policy. If work-life balance policies are not implemented effectively or are not fully supported by management, the impact on employee performance can be minimal. In the context, Bank Sulawesi Main Branch Mamuju, there may be a need to improve the implementation of the work-life balance policy so that it has a greater impact on improving employee performance because of the fulfillment of personal needs and the needs of their work life.

In addition, individual factors such as employees' personality characteristics and ability to manage stress also affect how they respond to work-life balance. Research conducted by (Wayne et al. in Hapit, 2022) shows that individuals with good coping skills are better able to manage work and personal life pressures so that they are better able to maintain good performance even though work-life balance is not ideal.

In the context of Bank Sulselbar, there may be other variables that are more dominant in influencing employee performance such as intrinsic motivation, work climate, and social support from colleagues and superiors. Therefore, while work-life balance is important, a more holistic and integrated approach may be

needed to improve employee performance in the banking sector.

The study also indicates that employees who feel valued and supported by management tend to perform better. A study conducted by (Eisenberger et al. in Effendi et al., 2023) on perceived organizational support shows that perceived support from organizations can increase employee commitment and performance. If Bank Sulselbar can improve the perception of this support, there may be a more significant positive impact on employee performance.

Overall, the results of this study confirm that work-life balance is not the only factor that determines employee performance in the banking sector. Other factors such as job pressure, organizational support, and individual characteristics also play an important role. Thus, to improve employee performance, Bank Sulselbar needs to adopt a comprehensive approach that includes various aspects of human resource management.

### **The Effect of Organizational Justice on Employee Performance at Bank Sulawesi Main Branch Mamuju**

Organizational justice is essential in an organization, when an organization has injustice to employees, then this condition will have a negative impact on the existence and progress of the organization itself. Likewise, when an organization where employees feel justice, this condition will have a huge impact on the progress of the organization itself.

The practical implications that can be obtained by a company if employees do not feel justice from the company where they work, then employee performance will decrease, demonstrations or strikes will occur, high turnover, and even the worst the employee will leave the company (Kosasih, 2016). The relevance of this study, the results of the tcount test on the organizational justice variable (X2) are 1.568 < table 2.003 and the significance is 0.0123

> a significant value of 0.05. This means that H2 is rejected and H0 is accepted, where there is partially no significant correlation or influence between the variables of organizational justice on employee performance at Bank Sulawesi Main Branch Mamuju.

Organizational justice is a concept that includes employees' perceptions of justice in the workplace, which is usually divided into three categories: distributive justice (justice in the distribution of results or rewards), procedural justice (justice in the process used to determine outcomes), and interdisciplinary justice (justice in interpersonal treatment). According to the theory of organizational justice put forward by (Greenberg in Maria, 2021) this perception of fairness can affect employee attitudes and behaviors, including job satisfaction, organizational commitment, and performance.

However, not all studies show a significant direct relationship between organizational fairness and employee performance. (Cohen-Charash and Spector in Tjahjono et al., 2022) in their meta-analysis they found that the relationship between organizational fairness and employee performance varied depending on the context and measurement method used. They show that while there is a significant relationship between organizational fairness and attitude variables such as job satisfaction and organizational commitment, their impact on employee performance is not always consistent.

In the context of Bank Sulsebar, several factors can explain why organizational fairness does not have a significant influence on employee performance. First, it is possible that organizational fairness is not the main factor affecting performance in this work environment. Conversely, factors such as pressure to achieve targets, high workloads, and financial incentives may be more dominant in influencing employee

performance. Second, the perception of organizational fairness may already be at a fairly good level in Bank Sulsebar, so the variation in the perception of fairness is not enough to significantly affect employee performance. Studies conducted by (Colquitt et al. in Maria, 2021) show that when organizational fairness is at a fairly high level, the additional impact of increased fairness may not be very noticeable on employee performance.

Third, other aspects of the work environment, such as managerial support, organizational culture, and relationships between employees, may have a more significant role in influencing employee performance at Bank Sulsebar. Research by (Podsakoff et al. in Tjahjono et al., 2022) emphasizes that factors such as support from superiors and colleagues can have a strong impact on employee performance, often exceeding the impact of the perception of organizational fairness.

(Thalib, 2022) also states that employees compare their input-output ratios with their colleagues to determine fairness. If the perception of injustice is not followed by real action from management to address this problem, employees may become apathetic and unmotivated to improve their performance. In this context, if the management of Bank Sulsebar is not responsive to the perceived issues of fairness, then the impact of organizational justice on employee performance becomes insignificant.

The findings of this study which found that organizational fairness did not have a significant influence on employee performance at Bank Sulawesi Main Branch Mamuju showed that management needs to look at other factors that may be more relevant in this specific context. A more comprehensive approach that considers different aspects of the work environment and employee needs may be necessary to effectively improve employee performance.

Thus, although organizational justice is important, in certain contexts such as in Bank Sulsebar, other factors may have a more dominant role and need more attention from management.

### **The Effect of Work Performance Assessment on Employee Performance at Bank Sulawesi Mamuju Main Branch**

Work performance assessment is a series of activities carried out by managers to evaluate and determine the high and low performance achievements of employees based on predetermined standards and goals. Its relevance to this study found that the work performance assessment variable (X3) had a positive and significant influence on employee performance at Bank Sulsebar Main Branch Mamuju, with a calculated  $t$  value of 18.284 which was greater than the  $t$  of table 2.003 and a significance value of 0.000 which was smaller than the significant value of 0.05. This means that H3 is accepted and H0 is rejected, where partially the performance assessment has a significant correlation or influence on employee performance at the bank. To understand these results more deeply, we need to refer to previous theories and research regarding the assessment of work performance and employee performance.

Job performance appraisal is a systematic process that organizations use to evaluate employee performance based on predetermined standards and goals. According to (Fauzi, 2020) work performance appraisal is an important management instrument that helps identify employee strengths and weaknesses, provide constructive feedback, and plan for further employee development. Effective job performance assessments can improve employee motivation, job satisfaction, and overall performance.

In previous studies, work performance assessments have been shown to have a significant influence on employee performance. For example, research by

(Purnamasari, 2021) shows that fair and accurate work performance assessments can improve employee performance by providing clear feedback on areas that need improvement and ways to achieve work goals. In addition, research by (DeNisi and Pritchard in Fauzi, 2020) found that work performance appraisals associated with rewards and incentives can improve employee motivation and performance.

Effective performance appraisal also involves the active involvement of employees in the appraisal process. According to the theory of participation put forward by (Locke and Latham in Anggriawan, 2019), when employees are involved in goal setting and performance appraisal, they tend to feel more responsible for their performance and are more motivated to achieve the goals that have been set. Employee involvement in the appraisal process can also improve their perception of fairness and transparency of the process, which in turn can increase job satisfaction and organizational commitment.

In the context of Bank Sulawesi Main Branch Mamuju, the results of this study show that work performance appraisal plays an important role in improving employee performance. This may be due to several factors. First, a systematic and objective performance assessment can provide clear and constructive feedback to employees, helping them understand areas for improvement and ways to improve their performance. Second, work performance assessments associated with awards and incentives can increase employee motivation to work harder and achieve predetermined work goals.

Effective work performance assessment can assist the management of Bank Sulsebar Main Branch Mamuju in planning employee development and making decisions related to promotion, training, and career development. By using the results of work performance assessments, management can identify employees who

have potential for growth and provide appropriate training or development to help them reach their maximum potential. Research by (Aguinis in Ramdhani, 2021) shows that work performance assessments integrated with employee development programs can improve individual and organizational performance as a whole.

Furthermore, research conducted by (Roberts in Darmawan, 2021) revealed that a transparent and fair work performance assessment process not only increases employee motivation and performance but also strengthens the sense of trust between employees and management. This is important in creating a harmonious and productive work environment. At Bank Sulsebar Mamuju Main Branch, the implementation of fair and transparent work performance appraisals can ensure that employees feel valued and motivated to achieve better performance. Thus, work performance appraisal not only serves as an evaluation tool, but also as a means to build positive and productive working relationships within the organization.

The findings of this study, which concludes that work performance assessment has a positive and significant influence on employee performance at Bank Sulawesi, Mamuju Main Branch, show the importance of implementing effective and fair work performance assessments. Management needs to ensure that the work performance assessment process is carried out objectively, transparently, and involves the active participation of employees. Thus, work performance appraisals can be a powerful tool for improving employee performance and achieving organizational goals. A well-done job performance assessment can increase employee job satisfaction, commitment, and motivation, which in turn will improve the overall performance of the organization.

### **The Simultaneous Effect of Work-Life Balance, Organizational Fairness, and**

### **Work Performance Assessment on Employee Performance at Bank Sulsebar Mamuju Main Branch**

Based on the results of the study, simultaneous testing or f test on hypothesis testing has proven that there is a significant influence of work-life balance, organizational fairness, and work performance assessment on the performance of employees of Bank Sulawesi Main Branch Mamuju. This is intended with the F value of the count (496.3769) greater than the F table (3.16) and the significance value (0.000) less than 0.05 which means that H0 is rejected and H4 is accepted. The variables of work-life balance, organizational fairness and work performance assessment simultaneously influenced the improvement of employee performance by 96.2% and the remaining 3.8% were influenced by other variables that were not studied or discussed in this study.

Work-life balance has been recognized as a crucial factor in improving employee performance. (Greenhaus and Allen in Syam, 2022) suggest that the balance between personal life and work has a direct impact on job satisfaction and employee commitment, which ultimately contributes to better performance. These findings are consistent with research conducted by (Zaky, 2022) which found that work-life balance can improve individual productivity and performance. A study conducted by (Trianti, 2023) also aligns with these findings, stating that a good work-life balance can reduce stress levels and improve work effectiveness.

Organizational justice is an important concept in human resource management, which has been extensively researched. (Colquitt et al. in Maria, 2021) mentions that distributive, procedural, and interactional fairness all have a strong relationship with employee performance and satisfaction. This study supports the findings of Colquitt et al., where organizational fairness has been shown to have a significant influence on

employee performance. The study conducted by (Budiarto et al., 2023; Ihsan & Syahrizal, 2022; Resmiatini & Sitalaksmi, 2017; Victor et al., 2022) also showed that when employees feel treated fairly, they tend to be more motivated and contribute better to the organization.

Job performance assessment is an important instrument in measuring and improving employee performance. According to (Murphy and Cleveland in Purnamasari, 2021) fair and transparent performance appraisals can improve employee motivation and performance. This study supports this view, showing that effective and fair work performance appraisals have a positive influence on employee performance. (Armstrong in Fauzi, 2020) emphasizes the importance of performance appraisal as a tool to provide constructive feedback and set clear goals, which ultimately improve individual performance. These findings also reinforce a study conducted by (Bintoro et al., 2019; Kamaruddin, 2020; Meithiana Indrasari et al., 2018; Mutiah et al., 2018) which states that a clear and structured performance appraisal system can improve employee motivation and performance.

This research study also strengthens the findings found by previous research which showed that various factors can simultaneously influence the improvement of employee performance. A study conducted by (Choir, 2019) found that organizational commitment and organizational fairness have a significant influence on employee performance at Pelindo I Belawan Branch Terminal 8 Operational Division. Likewise (Mamewe, 2016) which shows that work attitudes and the enforcement of organizational justice play an important role in improving employee performance.

(Penida, 2023) also emphasizes the importance of job satisfaction in mediating the influence of performance allowances and organizational justice on employee performance at the Banjarmasin I Health

Center, Klungkung Regency. This indicates that performance allowances and organizational fairness not only have a direct impact, but also through job satisfaction that increases employee motivation and dedication. (Retnowati & Darmawan, 2022) found that the improvement of employee performance was influenced by work attitudes and organizational justice enforcement, which is consistent with the results of this study.

Research conducted by (Mamewe, 2016) highlights the influence of Organizational Citizenship Behavior and social intelligence in the work environment on employee performance at the Belawan Main Port Authority Office. This study shows that organizational citizenship behavior and social intelligence are important factors that can improve employee performance, in line with the finding that organizational fairness and fair and transparent work performance appraisals have a great influence on performance.

Thus, it can be concluded that a good work-life balance, fairness in the organization, and effective performance appraisal are key factors that support employee performance improvement. This study adds strong empirical evidence about the importance of these three variables in the context of employee performance in the banking sector.

#### **Which variable has the most dominant influence on employee performance at Bank Sulawesi Main Branch Mamuju**

The results of the beta test were obtained that the beta standardized values of the variables of work-life balance, organizational justice, and work performance assessment on employee performance at Bank Salselbar Main Branch Mamuju were 0.13 for the work-life balance variable (X1), 0.068 for the organizational justice variable (X2), and the work performance assessment (X3) of 0.921. This means that from the results of the beta test,

it can be concluded that the most dominant variable that affects employee performance is the assessment of work performance.

(Murphy and Cleveland in Purnamasari, 2021) are of the view that fair and transparent performance appraisals can improve employee motivation and performance. Effective and fair work performance assessments have a positive influence on employee performance. Relevant to this view, (Armstrong in Fauzi, 2020) emphasizes the importance of performance appraisal as an instrument to provide constructive feedback and set clear goals, which ultimately improve individual performance.

Previous studies also support the findings of this study, (Bintoro et al., 2019; Kamaruddin, 2020; Meithiana Indrasari et al., 2018; Mutiah et al., 2018) all state that a clear and structured performance appraisal system can improve employee motivation and performance. An effective performance appraisal system allows employees to understand their job expectations, receive constructive feedback, and participate in the goal-setting process. This not only helps in individual development but also increases the employee's commitment to the organization.

Although job performance appraisals have the most dominant influence, work-life balance is also an important factor that should not be overlooked. A good work-life balance can reduce stress and improve employee well-being, ultimately contributing to improved performance. According to (Greenhaus, et.al; Haar, et.al in Zaky, 2022), the balance between personal life and work has a direct impact on job satisfaction and productivity. In the context of Bank Sulawesi, the implementation of policies that support work-life balance, such as flexibility in working hours and welfare programs, can help improve overall employee performance.

Keadilan organisasi, meskipun memiliki nilai beta yang lebih rendah dibandingkan

dengan dua variabel lainnya, tetap merupakan aspek penting dalam pengelolaan sumber daya manusia. Persepsi keadilan dalam organisasi dapat meningkatkan kepuasan kerja dan komitmen karyawan, yang pada gilirannya dapat meningkatkan kinerja. (Colquitt et al. dalam Maria, 2021; Folger dan Cropanzano dalam Victor et al., 2022) menekankan bahwa keadilan distributif, prosedural, dan interaksional semuanya memiliki hubungan yang kuat dengan kinerja dan kepuasan karyawan. Dalam konteks Bank Sulselbar, memperkuat praktik keadilan organisasi dapat membantu menciptakan lingkungan kerja yang lebih harmonis dan produktif.

Departing from the description of this view, the results of this study emphasize the importance of effective work performance assessment, accompanied by good work-life balance and organizational justice policies, in improving employee performance. The dominant work performance assessment shows that the organization should focus on developing a fair, transparent, and structured assessment system.

### **Conclusion**

Based on the analysis of the research results, it can be concluded as follows:

1. The work-life balance variable partially had a positive and insignificant effect on employee performance at Bank Sulawesi Main Branch Mamuju;
2. The variable of organizational justice partially had a positive and insignificant effect on employee performance at Bank Sulawesi Main Branch Mamuju;
3. The variable of work performance assessment partially has a positive and significant effect on employee performance at Bank Sulawesi Main Branch Mamuju.
4. The variables of work-life balance, organizational fairness, and work performance assessment simultaneously have a positive and significant effect on

employee performance at Bank Sulsebar Main Branch Mamuju.

5. Work performance assessment is the most dominant variable affecting employee performance at Bank Sulawesi Main Branch Mamuju.

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