



DOI: <https://doi.org/10.38035/dijms.v6i4.4507>
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The Influence of Supervisor Support and Work-Life Balance on Employees' Personal Lives at PT. Bank Tabungan Negara (BTN) Makassar Sharia Branch Office

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Abstract: This study aims to analyze the effect of supervisor support and work balance on employees' personal lives at PT Bank Tabungan Negara (BTN) Makassar Syariah Branch Office. The research method used is quantitative with a descriptive approach. The population in this study were all employees of PT Bank BTN Syariah Makassar, with saturated sampling technique involving the entire population of 51 people. Data were collected through questionnaires distributed to respondents and analyzed using statistical tests. The results showed that there is a positive and significant relationship between supervisor support and employees' personal lives, which means that the higher the support provided by the supervisor, the better the employees' personal lives. In addition, work balance also has a significant effect on employees' personal lives, indicating that a balance between work and personal life can improve employees' overall well-being. Thus, company management is advised to increase support to employees and create policies that support work balance in order to improve the quality of personal life and overall employee performance.

Keyword: Supervisor Support, Work Balance, & Personal Life.

INTRODUCTION

One of the important assets in a company is human resources. The role of human resources has a direct impact on the productivity and quality of work produced, so companies need to pay special attention to the management and development of employees so that they feel satisfied at work and are able to make maximum contributions to company performance. In achieving organizational goals, various resources such as human resources, equipment, machinery, finance, and information are needed to work synergistically to create effectiveness and efficiency in a system.

One of the main factors that affect employees' personal lives is supervisor support and work balance. Supervisor support can be defined as various forms of help, attention and recognition provided by superiors to employees. This form of support can be in the form of flexibility in working time, provision of adequate resources, opportunities for self-development,

constructive feedback, and recognition of employee performance. According to Farla et al. (2020), superiors who understand the characteristics and responsibilities of their subordinates can improve their morale and performance by providing the right support.

Supervisor support is divided into two main forms, namely job support and emotional support. Job support includes performance feedback, career information, and learning and skill development opportunities. Meanwhile, emotional support includes attention and encouragement that helps employees in facing the challenges of work and personal life (Mahendra, 2016). According to Rhoades in Rahmayani & Wikaningrum (2022), employees assess supervisor support based on the extent to which supervisors value their contributions and concern for employee welfare.

In addition to supervisor support, work balance also plays an important role in employees' personal lives. McDonald and Bredley (2017) suggested that work balance consists of three main aspects, namely time balance, involvement balance, and satisfaction balance. Employees who are able to balance their work and personal lives tend to be more satisfied, have better mental health, and are more productive at work.

Based on this description, this study aims to analyze the effect of supervisor support and work balance on employees' personal lives at PT Bank Tabungan Negara (BTN) Makassar Syariah Branch Office. The problem formulations in this study are as follows:

1. Does supervisor support affect the personal life of employees at PT Bank Tabungan Negara (BTN) Makassar Syariah Branch Office?
2. Does work balance affect employees' personal lives at PT Bank Tabungan Negara (BTN) Makassar Syariah Branch Office?

By answering these questions, this research is expected to contribute to the development of human resource management science, especially related to the role of supervisor support and work balance in improving the quality of employees' personal lives.

METHOD

This research method uses a quantitative approach. Quantitative research is a research method based on the philosophy of positivism, used to research on certain populations or samples, with data collection techniques using surveys or questionnaires, and quantitative / statistical data analysis (Sugiyono, 2012). This study aims to understand the effect of supervisor support on employee work-life balance at PT Bank BTN Syariah Makassar Branch.

This research was conducted at PT Bank BTN Syariah Makassar Branch located at Jalan AP Pettarani No. 21, Makassar. The research time lasted for approximately two months, starting from January 14 to March 14, 2025.

The type of data used in this research is quantitative data, namely data in the form of numbers that can be calculated and measured. The data source used consists of primary data collected directly by researchers through questionnaires given to respondents.

The population in this study were all employees of PT Bank BTN Syariah Makassar City, totaling 51 people. The sampling technique used is saturated sampling technique, in which all members of the population are used as research samples. Thus, the number of samples in this study were 51 employees.

Data collection methods are carried out through several techniques, namely observation, questionnaires, and documentation. Observation is done by directly observing the phenomena that occur in the research environment. The questionnaire was used by providing a list of questions to respondents to obtain information related to the research variables. Documentation is done by collecting documents relevant to the research.

The variables in this study have operational definitions that are used to clarify the concepts being measured. The operational definition of variables is made to maintain data consistency and limit the scope of research.

The data analysis technique in this study was carried out using statistical methods which include validity and reliability tests, normality tests, multicollinearity tests, and linear regression analysis to test the hypotheses that have been formulated. By using this method, it is expected that the research results can provide a deeper understanding of the relationship between supervisor support, work balance, and employees' personal lives.

RESULTS AND DISCUSSION

Validity Test

The validity test is used to determine whether the items in the questionnaire are valid or not. The test was carried out by comparing $r_{count} > r_{table}$ declared valid, while if $r_{count} < r_{table}$ declared invalid. With $N = 51$ and a significance of 5% in the distribution of statistical r_{table} values, the value is 0.275.

Table 1. Validity Test

Variable	Indicator	r-count	r-table	Description
Supervisor Support (X1)	X1.1	0,616	0,275	Valid
	X1.2	0,600	0,275	Valid
	X1.3	0,692	0,275	Valid
	X1.4	0,527	0,275	Valid
	X1.5	0,716	0,275	Valid
	X1.6	0,642	0,275	Valid
Work Balance (X2)	X2.1	0,562	0,275	Valid
	X2.2	0,633	0,275	Valid
	X2.3	0,531	0,275	Valid
	X2.4	0,782	0,275	Valid
	X2.5	0,527	0,275	Valid
	X2.6	0,652	0,275	Valid
Personal Life (Y)	Y.1	0,527	0,275	Valid
	Y.2	0,682	0,275	Valid
	Y.3	0,598	0,275	Valid
	Y.4	0,643	0,275	Valid
	Y.5	0,527	0,275	Valid
	Y.6	0,643	0,275	Valid
	Y.7	0,570	0,275	Valid
	Y.8	0,627	0,275	Valid
	Y.9	0,503	0,275	Valid
	Y.10	0,594	0,275	Valid

Source: SPSS 25

Based on table 1, it can be explained that $r_{count} > r_{table}$ based on the 0.05 significance test, meaning that the items on the superior support, work balance and personal life variables above are valid. It can be concluded that each item in the research questionnaire makes a significant contribution to variable measurement, so that the results obtained from the questionnaire can be trusted.

Reliability Test

The reliability test helps in determining whether the questionnaire can be repeated and produce reliable data. This test helps in assessing the dependability of the tool when measuring the same variable with several respondents or at different periods. A study is considered reliable if the Cronbach's Alpha value is > 0.6 and if the Cronbach's Alpha value is < 0.6 the study is considered less reliable.

Table 2. Reliability Test

Variable	Cronbach's Alpha	N Of Items	Reability Standard	Description
Supervisor Support (X1)	0.672	6	> 0.60	Reliable
Work Balance (X2)	0.672	6	> 0.60	Reliable
Personal Life (Y)	0.798	10	> 0.60	Reliable

Source: SPSS 25

Based on table 2, above, it can be explained that the supervisor support variable (X1) has a Chonbach's Alpha value of 0.672, the work balance variable (X2) has a Chombach's Alpha value of 0.672, and the personal life variable (Y) has a Chonbach's Alpha of 0.798. So it can be concluded that all research instruments are declared reliable and prove that research instruments can be used further.

Normality Test

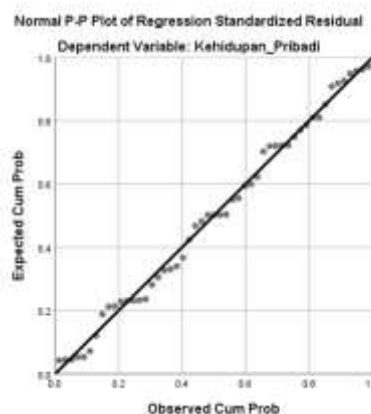
Table 3. One-Sample Kolmogrov-Smirnov Normality Test

		Unstandiz ed Residual
N		51
Normal Parameters ^{a, b}	Mean	.0000000
	Std. Deviation	2.66562432
Most Extreme Differences	Absolute	.063
	Positive	.063
	Negative	-.059
Test Statistic		.095
Asmvp. Sig. (2-tailed)		.200 ^{c, d}
a. Test distribution is Normal. b. Calculated from data. c. Lilliefors Significance Correction. d. This is a lower bound of the true sihnificance.		

Source: SPSS 25

Based on the results of the above calculations, it is known that (N) is 51. The Kolmogorov-Smirnov value is 0.063 and the Kolmogorov-Smirnov significance value above shows 0.200 which means greater than 0.05, so it can be concluded that the data above is normally distributed.

In addition to the One-Sample Kolmogorov-Smirnov Test, the normality test is also tested with a graph to determine whether the data is normally distributed or not. The normal distribution will form a diagonal line and the residual data plotting will be compared with the line that describes the real data will follow the real data. The following are the graph results:



Source: SPSS 26

Figure 1. Normality Test

Based on the normality test image (graph), the normal plot can be concluded that the normal plot graph shows that the points spread around the diagonal line, and the distribution follows the normal line, this graph shows that the regression model fulfills the assumption of normality.

Multicollinearity Test

Table 4. Multicollinearity Test

Indicator	Tolerance	VIF	Description
Supervisor Support (X1)	0.811	1.233	Non-Multicollinearity
Work Balance (X2)	0.811	1.233	Non-Multicollinearity

Source: 25

Based on the table above, the Supervisor Support (X1) and Work Balance (X2) variables do not contain multicollinearity symptoms because the tolerance value is $0.811 > 10$. When viewed at the VIF value of $1.233 < 10$.

Heteroscedasticity Test

One of the causes of multiple linear regression analysis is not accurate and effective because of heteroscedasticity. Heteroscedasticity causes the regression coefficient value to be inefficient, the way to find it is by doing the Glejser test. If the sig probability of each variable is greater than 0.05 then the regression is categorized as free or no heteroscedasticity occurs. The results of the heteroscedasticity test are shown in the table below:

Table 5. Heteroscedasticity Test Coefficients^a

Unstandardized Coefficients			Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig
1 (Constant)	-.006	3.275		-.002	.999
Supervisor Support (X1)	-.015	.110	-.021	-.134	.894
Work Balance (X2)	.098	.125	.125	.787	.435

a. Dependent Variable: ABS_RES

Source: SPSS 25

Based on the table above, it is known that the significant value of superior support (X1) ($0.894 > 0.05$) and the significance value of work balance (X2) ($0.435 > 0.05$), it can be concluded that there are no symptoms of heteroscedasticity.

Multiple Linear Regression Analysis

Multiple linear regression analysis aims to determine whether or not there is an influence of the independent variables, namely Superior Support (X1) and Work Balance (X2) on the related (dependent) variable, namely Employee's personal life (Y).

Table 6. Multiple Linear Regression Test Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
1	(Constant)	6.339	5.706		1.111	.272
	Supervisor Support (X1)	.784	.192	.476	4.088	.000
	Work Balance (X2)	.618	.218	.330	2.838	.007

a. Dependent Variable: Personal Life

Source: SPSS 25

Based on the results of regression analysis, the equation

$$Y = 6.339 + 0.784.X_1 + 0.618.X_2 + e$$

The constant value of 6.339 indicates that if the variables of Superior Support (X1) and Work Balance (X2) are zero, then the value of employees' personal lives is at 6.339. The X1 regression coefficient of 0.784 indicates that the higher the supervisor's support, the better the employee's personal life will be. Similarly, the X2 regression coefficient of 0.618 indicates that an increase in work balance will contribute positively to improving the quality of employees' personal lives.

Hypothesis Test

Based on table 6 above, it is known that superior support (X1) obtained $t_{count} > t_{table}$ (4.088 > 2.002). The significance value for variable X1 is $0.00 < 0.05$, it can be concluded that H1 is accepted, which means that superior support has a positive and significant effect on the personal lives of employees of PT Bank Tabungan Negara (BTN) Makassar Syariah Branch Office.

While the work balance variable (X2) shows the value of $t_{count} > t_{table}$ (2.838 < 0.05), the significance value for the work balance variable is $0.007 < 0.05$, it can be concluded that H2 is accepted, which means that work development has a positive and significant effect on the personal lives of employees of PT Bank Tabungan Negara (BTN) Makassar Syariah Branch Office.

Discussion

The results showed that supervisor support had a positive and significant effect on the personal lives of employees of PT Bank Tabungan Negara (BTN) Makassar Syariah Branch Office. This is in line with the opinion of Rhoades in Rahmayani & Wika Ningrum (2022), which states that supervisor support reflects employees' views on supervisors' attention to their welfare. This support can be in the form of effective communication, empathy, motivation, work flexibility, and the provision of supportive work facilities. When supervisors provide adequate support, employees tend to experience lower stress, which has a positive impact on their personal lives. This is reinforced by Fukui, Wu, and Salyers' (2019) findings that supervisor support can reduce stress and improve work-life balance.

In addition, work-life balance was also shown to have a significant influence on employees' personal lives. Employees who are able to divide their time between work and personal life tend to be happier, satisfied with their jobs, and have better social relationships outside of work. The ideal work balance is supported by flexible policies such as flexible working hours, remote working options, and wellness programs that support mental and physical health. With this balance in place, fatigue levels decrease, efficiency increases, and employees are more motivated to perform their duties. This finding supports Tetteh & Attiogbe's (2019) research, which states that work-life balance can improve performance and the quality of social relationships outside of work.

CONCLUSION

Based on the results of data analysis and hypothesis testing that has been done, this study concludes that supervisor support and work balance have a positive and significant effect on employees' personal lives at PT Bank Tabungan Negara (BTN) Makassar Syariah Branch Office.

First, supervisor support is proven to have a significant contribution in improving the quality of employees' personal lives. This finding supports the first hypothesis (H1), which

shows that supervisors' attention, communication, and concern for employee welfare can reduce stress levels, increase loyalty, and create a higher sense of job satisfaction.

Second, work-life balance also significantly affects employees' personal lives, as shown in the acceptance of the second hypothesis (H2). The balance between the demands of work and personal life allows employees to optimally perform their roles in both domains without experiencing excessive pressure. This contributes to improved psychological well-being, productivity, and social relationships outside the work environment.

Thus, supervisor support and work balance are two important factors that organizations need to consider in creating a healthy, balanced, and employee well-being-oriented work environment.

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