



## Optimizing Employee Performance through Work Ethic, Work-Life Balance, and Flexibility in Eastern Indonesia's Mining Sector

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### ARTICLE INFO

*Keywords:* Work Ethic, Work Life Balance, Work Flexibility, Employee Performance

*Received :* 21 May

*Revised :* 23 June

*Accepted:* 23 July

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### ABSTRACT

This study examines the influence of work ethic, work-life balance, and work flexibility on employee performance in the General Affairs Division of a mining company located in Eastern Indonesia. Using a quantitative approach, data were collected from 80 permanent employees through a saturated sampling technique. A Likert scale questionnaire was used, and the data were analysed using Variance-Based Structural Equation Modelling (SEM) with SmartPLS version. The results show that all three variables have a positive and significant effect on employee performance. These findings highlight the importance of fostering a strong work ethic, maintaining work-life balance, and promoting flexible work arrangements to enhance employee performance and support the achievement of organisational goals

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## **INTRODUCTION**

The mining industry in Indonesia plays a vital role in supporting national economic growth. According to the Central Bureau of Statistics (BPS, 2023), the mining and quarrying sector contributed approximately 8.31% to the national Gross Domestic Product (GDP). Among the key commodities is nickel, a critical raw material for electric vehicle (EV) batteries. In line with the government's mineral downstreaming policy, nickel mining companies are aggressively expanding operations and optimizing efficiency, including in human resource management (Ministry of Energy and Mineral Resources, 2022).

Despite its potential, the industry faces significant human resource challenges. The demanding work schedules, remote site locations, and high production targets often subject employees to suboptimal working conditions. Kusumawati (2024) found that workload and stress negatively impact job satisfaction among mining employees. These pressures are often driven by long working hours, heavy workloads, and limited personal time, which may affect employee performance.

A leading company in the nickel mining and downstream processing sector in Eastern Indonesia manages a fully integrated production facility. The General Affairs Division within this organization plays a critical role in supporting internal operations, including facility management and administrative coordination. However, the division continues to face internal challenges, especially in sustaining employee performance.

Internal data from the General Affairs Division reveal performance fluctuations and a relatively high rate of employee tardiness, even though a declining trend has begun to emerge. High overtime hours have also been recorded during certain periods, potentially disrupting work-life balance. Furthermore, while the company has implemented flexible working adjustments and monitored rest time effectiveness, the direct influence of these factors on employee performance has yet to be thoroughly examined.

Therefore, this study aims to analyze the influence of work ethic, work-life balance, and work flexibility on employee performance in the General Affairs Division of a nickel mining company in Eastern Indonesia.

## **LITERATURE REVIEW**

Employee performance is a key determinant of organizational effectiveness, especially in dynamic and competitive environments. Various internal and external factors influence how well employees carry out their roles (Asmaradhani & Fauzi, 2025). Among these, work ethic, work-life balance, and work flexibility have gained increasing attention in recent studies as predictors of performance. These variables reflect not only individual attitudes and behavior but also how organizations support and empower their workforce.

### **Employee Performance**

Employee performance reflects the level of achievement in executing specific job responsibilities. Simanjuntak (2011, in Hikmah et al., 2019) states that performance is influenced by individual competence, organizational support, and managerial guidance. Afandi (in Yuliantini & Suryaningsih, 2021) further notes that performance outcomes must align with organizational objectives and ethical standards. Thus, employee performance encompasses both the quality and quantity of work delivered.

### **Work Ethic**

Work ethic represents an individual's commitment and attitude towards work, grounded in values such as responsibility, integrity, and perseverance. According to Darodjat (in Hantrisna, 2023), work ethic is shaped by motivation, ethical principles, and beliefs. Sinamo (in Tirtana & Wijayanti, 2023) views work ethic as a belief system that guides behavior in the workplace, deeply rooted in one's cultural and spiritual background. A strong work ethic positively influences employees' dedication and output.

### **Work-Life Balance**

Work-life balance (WLB) is the ability to manage work responsibilities alongside personal life commitments. As defined by Mendis & Weerakkody (in Ardiansyah & Surjanti, 2020), WLB enables employees to meet both professional and personal obligations. Prasadja Ricardianto (in Afandi et al., 2023) emphasizes that WLB enhances employee satisfaction and ultimately contributes to organizational success. Effective WLB reduces burnout and supports overall well-being.

### **Work Flexibility**

Work flexibility refers to the degree of control employees have over when, where, and how they work. Atkinson & Hall (in Findriyani & Parmin, 2021) define it as the adaptability of work arrangements, including flexible hours and remote work options. Robbins & Judge (in Saifullah, 2020) describe flexible work arrangements as strategies that empower employees while promoting productivity and job satisfaction. Flexibility helps organizations remain responsive to diverse employee needs and evolving work environments.

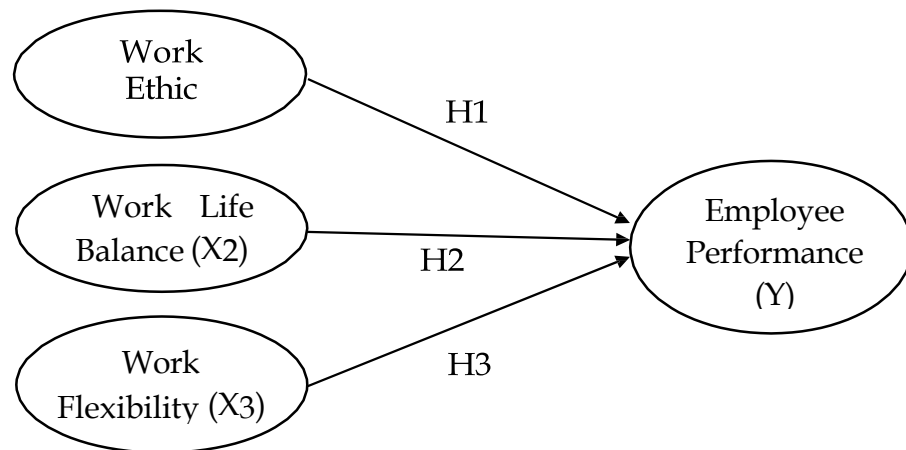


Figure 1. Conceptual Framework

## METHODOLOGY

This study adopted a quantitative research approach to examine the influence of work ethic, work-life balance, and work flexibility on employee performance. The population consisted of 80 permanent employees from the General Affairs Division at a nickel mining and downstream processing company in Eastern Indonesia. A saturated sampling technique was used, in which the entire population was selected as the research sample.

The primary data collection method involved distributing a structured questionnaire using a 5-point Likert scale. The questionnaire measured four variables: work ethic, work-life balance, work flexibility, and employee performance. The instruments were adapted and modified from previous validated studies to ensure reliability and accuracy.

Data analysis was performed using Variance-Based Structural Equation Modeling (SEM) with Partial Least Squares (PLS) through the SmartPLS 4.1.1.2 software. The analysis process involved assessing the measurement model (outer model) to examine validity and reliability using Average Variance Extracted (AVE), Composite Reliability, and Cronbach's Alpha. The structural model (inner model) was tested to evaluate the significance of relationships between variables using R-Square and Bootstrapping Hypothesis Testing.

The demographic profile of the respondents was also recorded to provide additional context. Most respondents were male (60%), aged between 31–40 years (43.8%), held a bachelor's degree (62.5%), and had worked in the company for 11–15 years (58.8%). These characteristics suggest that the sample represented a mature and experienced workforce.

## RESULTS AND DISCUSSION

The analysis was conducted in two stages: the measurement model and the structural model.

### Measurement Model

Construct validity and reliability were assessed using Average Variance Extracted (AVE), Composite Reliability and Cronbach's Alpha. All constructs met the required thresholds, with AVE values exceeding 0.50 and both CR and Cronbach's Alpha values above 0.70, indicating satisfactory convergent validity and internal consistency.

Table 1. Test Results Average Variance Extracted (AVE)

Variable	Score	Criteria
Employee Performance (Y)	0,823	Valid
Work Ethic (X1)	0,811	Valid
Work Life Balance (X2)	0,836	Valid
Work Flexibility (X3)	0,798	Valid

Table 2. Test Results Composite Reliability & Cronbach's Alpha

Variable	Composite reliability	Cronbach's alpha	Criteria
Employee Performance (Y)	0,977	0,973	Reliable
Work Ethic (X1)	0,972	0,966	Reliable
Work Life Balance (X2)	0,979	0,975	Reliable
Work Flexibility (X3)	0,940	0,914	Reliable

### Structural Model

The structural model was evaluated using the R-square ( $R^2$ ), Q-square ( $Q^2$ ), and path coefficient values.

Table 3. R-Square

Endogenous Variable	R-square
Employee Performance (Y)	0,801

The R-square ( $R^2$ ) value represents the proportion of variance in the dependent variable that is explained by the independent variables. In this study, the  $R^2$  value for Employee Performance was 0.801, indicating a substantial level of explanatory power. This means that Work Ethic, Work- Life Balance, and Work Flexibility collectively explain 80.1% of the variation in employee performance, while the remaining 19.9% is explained by other factors outside the model.

Table 4. Q-Square

Variable	Q <sup>2</sup> (=1-SSE/SSO)
Employee Performance (Y)	0,650

To evaluate the predictive relevance of the model, the Q-square (Q<sup>2</sup>) value was calculated using the blindfolding procedure. The result showed a Q<sup>2</sup> value of 0.650, which exceeds the threshold of zero, suggesting that the model has strong predictive capability. This implies that the constructs included in the model provide a meaningful prediction of employee performance outcomes.

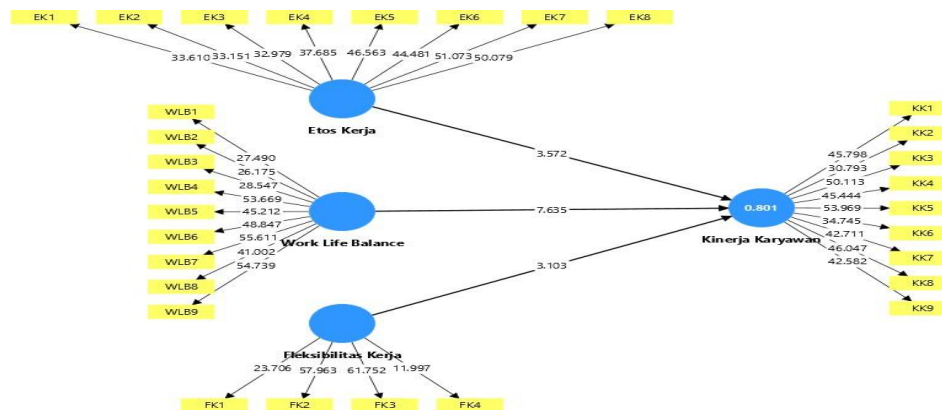


Figure 2. Bootstrapping Results of Structural Model

Table 5. Hypothesis Test Results

	Variable	Original Sample	T. Statistic	P. Values	Significance
H1	Work Ethic (X1) -> Employee Performance (Y)	0,228	3,572	0,000	Significant Positive
H2	Work Life Balance (X2) -> Employee Performance (Y)	0,573	7,635	0,000	Significant Positive
H3	Work Flexibility (X3) -> Employee Performance (Y)	0,228	3,103	0,002	Significant Positive

As shown in the table above, the hypothesis testing results reveal the following findings:

**1. H1: Work Ethic → Employee Performance**

The T-statistic value was 3.572 > 1.96 and the P-value was 0.000 < 0.05, with an original sample value of 0.228.

→ H1 is accepted, indicating that Work Ethic has a positive and significant effect on Employee Performance.

**2. H2: Work-Life Balance → Employee Performance**

The T-statistic value was 7.635 > 1.96 and the P-value was 0.000 < 0.05, with an original sample value of 0.573.

→ H2 is accepted, showing that Work-Life Balance has a strong and significant positive influence on Employee Performance.

**3. H3: Work Flexibility → Employee Performance**

The T-statistic value was  $3.103 > 1.96$  and the P-value was  $0.002 < 0.05$ , with an original sample value of 0.228.

→ H3 is accepted, meaning that Work Flexibility also contributes positively and significantly to Employee Performance.

**1. The Effect of Work Ethic on Employee Performance**

The study found that work ethic had a positive and significant influence on employee performance. This finding suggests that employees who possess strong values of responsibility, discipline, and dedication tend to demonstrate higher levels of performance in their roles. These results are consistent with previous studies by Sondari et al. (2023), Sumiati et al. (2023), and Putro & Wajdi (2024), who also emphasized that a strong work ethic contributes to improved productivity, better work quality, and stronger motivation among employees.

**2. The Effect of Work-Life Balance on Employee Performance**

Work-life balance was also found to have a positive and significant effect on employee performance. This indicates that when employees can maintain a healthy balance between their professional responsibilities and personal life, they are more likely to experience reduced stress, increased job satisfaction, and greater focus and energy at work. These findings are in line with the studies conducted by Puryana & Ramdani (2020), Setyanti et al. (2022), Pernakara et al. (2023), and Putro & Wajdi (2024), which all concluded that work-life balance is a key driver of employee engagement and performance.

**3. The Effect of Work Flexibility on Employee Performance**

Furthermore, this study showed that work flexibility has a positive and significant impact on employee performance. The flexibility provided in terms of time and work arrangements allows employees to better manage their tasks according to their individual preferences and life circumstances, which ultimately enhances productivity. These results support the research findings of Findriyani & Parmin (2021), Bissilisin et al. (2023), and Pernakara et al. (2023), who highlighted that flexible working arrangements improve both the efficiency and motivation of employees by reducing rigidity and increasing autonomy.

## **CONCLUSION AND RECOMMENDATION**

This study concludes that work ethic, work-life balance, and work flexibility each have a positive and significant impact on employee performance. Employees with high dedication, a balanced personal-professional life, and flexible work arrangements tend to demonstrate higher effectiveness, motivation, and job quality. These findings are particularly relevant for the General Affairs Division at a nickel mining and downstream processing company in Eastern Indonesia, where operational demands require strong human resource support.

Based on the findings, it is recommended that the General Affairs Division at a nickel mining and downstream processing company in Eastern Indonesia fosters a values-based work culture by supporting employees' spiritual and ethical commitments. The company is also encouraged to enhance autonomy in managing work-life balance by implementing flexible scheduling policies and promoting open communication. Additionally, expanding flexible work systems – such as allowing shift swaps – can improve employee well-being and performance.

## **FUTHER STUDY**

Future researchers are encouraged to expand the research model by including other relevant variables such as job satisfaction, leadership style, or organizational culture. Broader respondent coverage across different sectors and the application of qualitative or comparative methods could also provide deeper insights and improve the generalizability of future findings.

## **ACKNOWLEDGMENT**

The author gratefully acknowledges the academic support provided by Universitas Mercu Buana throughout this research. Special appreciation is also extended to the General Affairs Division at the nickel mining and downstream processing company in Eastern Indonesia for their invaluable cooperation during the data collection process. The sincere contribution of all participating employees is also highly appreciated.

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