



**THE EFFECT OF EMPLOYEE WELFARE LEVEL AND WORK-LIFE
BALANCE ON EMPLOYEE PERFORMANCE: A CASE STUDY OF GAMING
CENTERS IN MALANG CITY**

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Abstract

The entertainment industry, especially gaming centers in Malang City, faces challenges in maintaining employee performance due to low welfare and work-life imbalances. This study aims to examine the influence of employee welfare level and work-life balance on employee performance at gaming centers in Malang City. This study uses a quantitative approach, involving 50 employees selected through purposive sampling. Data were collected through an online questionnaire and analyzed using multiple linear regression. The results of the study show that partially, the level of employee welfare does not have a significant effect on employee performance, while work-life balance has a positive and significant effect. Simultaneously, these two variables have a significant effect on employee performance, with a contribution of 35.7% to performance variance. These findings show that work-life balance is the dominant factor in improving employee performance in the gaming center industry, exceeding the role of material welfare. Management is advised to prioritize flexible scheduling and employee well-being programs to maintain service quality.

Keywords: Employee Well-Being, Work-Life Balance, Employee Performance, Gaming Center



INTRODUCTION

In today's digital era, the entertainment industry such as *gaming centers* has experienced quite rapid development in line with the high public interest in the entertainment industry. Based on sources through the distribution of maps and social media, in 2024 there will be around 6 gaming centers that are in demand by the public, and in 2025 there will be 3 more *gaming centers*, then in 2026 the exact number of *new gaming centers* cannot be known, but according to user review sources, there are several *gaming centers* in the bustling city of Malang and often a destination to spend free time. Malang City is one of the education cities with a large population of the young generation so that it makes it a potential market for this business. This business not only provides a place to play games, but has evolved into a professional place that demands operational management for more complex and high service standards. Human Resources have an important role in maintaining the sustainability of the *gaming center business*. In the midst of quite fierce business competition in Malang City, of course, the quality of service provided by employees is a factor that differentiates one place from another. Therefore, employee performance is an indicator of the success of an organization that must be maintained and improved on an ongoing basis.

But the reality is that employees who work in the entertainment industry, especially *gaming centers*, often face unique and often tough job challenges. In general, *gaming centers* have 24-hour operating hours, although not all places enforce 24-hour operating hours. With these operational hours, it is certainly a demand for employees to work in a shift system. The noisy work environment and the demand to always be alert in serving customers with different traits and attitudes often cause physical and psychological pressure for *gaming center employees*.

The main problem in *the gaming center industry* is changes in employee performance, where employee performance can be judged to be declining due to their negligence. In this case, the problems that often occur are operational negligence, this is shown by complaints from customers regarding the cleanliness of the area, delays in assistance when customers are experiencing problems, and inconsistencies with the food or drinks they ordered. In addition, customers feel unappreciated and less pleased when they see employees who have a less friendly nature when serving. So that this leads to low ratings and google reviews from customers, where this if it continues to happen will affect operations. In this case, some *gaming centers* can receive 2 to 3 complaints within 1 month.

One of the things that can be the cause of a decline in employee performance is the level of employee welfare. The problem that is often



encountered in this case is the low salary received by employees. Many *gaming centers* in Malang City provide salaries below MSEs (City Minimum Wage). In addition to salary, the lack of health insurance received by employees can also be the cause of decreased employee performance.

In addition to the level of welfare, *the aspect of work-life balance* is also the main cause. The work system at a *gaming center*, which is quite time-consuming, often makes employees lose time for their personal, family, and social lives. This imbalance causes employees to feel bored and unable to control their emotions, one of the causes is limited vacation time on weekends or on red dates. The entertainment industry such as *gaming centers* is currently one of the places to spend time with family, friends, or couples. Due to the increasing number of existing customers, of course the regulation of no holidays when red dates or weekends are enforced. Lack of rest time and lack of social life outside of work cause stress levels among young workers in this industry. The phenomenon of *burnout* is a risk that hinders employee performance at work. The problem of welfare and work-life balance is in line with several previous studies that have been conducted previously.

Some previous studies have shown that the work performance of individuals in an organization is highly dependent on basic needs and good emotional management. The first research was conducted by Yusdiansyah & Sumanto (2022) with the title "The Influence of Labor Welfare on Performance". The results of the study show that the welfare of the salary/wage level has a positive and significant influence in improving the performance of workers in various industrial sectors. The second research was conducted by F. Astuti et al. (2025) with the title "The Influence of Organizational Climate, Working Hours and Work Life Balance on Quality Of Work Life and Wellbeing". From the results of this research, it was found that *work-life balance* has a positive and significant effect on employee welfare, so this certainly has a positive impact on improving employee performance.

Although many similar studies have been conducted in the banking and manufacturing sectors, research that specifically highlights the *phenomenon of gaming centers* is still very limited. Therefore, this study seeks to fill the gap in the literature by integrating these two variables in the context of the entertainment industry in Malang City, in order to provide an overview of the dynamics of human resources in this modern era.

Based on observations at several *gaming centers* in Malang City, *work-life balance* is often neglected in order to achieve operational targets. Management policies that are less flexible in managing work schedules can exacerbate this



situation. Employees who have a balanced personal life tend to have high loyalty and morale. Therefore, scientific research is needed to prove the extent to which the variables of well-being and work-life balance can significantly affect performance. This research was conducted to provide input for gaming center business owners in Malang City to not only focus on technology but also on their human resources.

LITERATURE REVIEW

Employee Performance

Performance is the result of work and actions achieved by fulfilling the duties and responsibilities given within a certain period of time (Kashmir) (2019:182). According to Sari et al. (2024), performance is the level of achievement of a program or policy in realizing the organization's goals, objectives, vidi, and mission as outlined through an organization's planning strategy. According to Syafitri et al. (2023), performance can also be said to be a function of the willingness to complete tasks and work in accordance with their respective authorities and responsibilities legally and not in violation of the law and in accordance with morals and ethics.

Employee Performance Indicators

According to Yulianto (2020:9), there are five indicators used to measure the performance of an employee, namely:

1. **Quality of Work**

That is, the quality of employee work is measured through the employee's perception of quality that describes the employee's skills and abilities.

2. **Working Quantity**

It is the amount generated in terms such as the amount, the unit, the number of completed activity cycles.

3. **Punctuality**

It is the level of activity completed at the beginning of the stated time, seen from the point of view of coordination with the output results and maximizing the time available for the activity.

4. **Effectiveness**

It is the level of use of organizational resources such as labor, money, technology, and raw materials)

5. **Independence**

It is the ability of employees to carry out their work functions.

**Employee Well-Being Level**

According to Sedarmayanti in Rachmawati (2019), employee welfare can also be interpreted as a condition that is felt by employees materially enough to meet their needs and feel safe and calm in living their lives. Paying attention to the level of employee welfare here can be done by providing something financial or non-financial and also in the form of services and facilities needed by employees (Sofyandi, 2008; 183).

Employee Well-Being Level Indicators

According to Hasibuan (2020), the dimensions and indicators that become the level of employee welfare are:

1. Economic Well-being (Salary/bonus)

A form of welfare that is directly related to the fulfillment of employees' financial needs

2. Welfare Facilities (Work Facilities)

Provision of facilities in the work environment to provide a sense of security and comfort for employees

3. Service Welfare (Health Allowance)

Forms of welfare in the form of programs to support life

Work-life balance

Work-life balance is a person's attempt to find a balance between two or more roles they perform. Fisher, Bulger, & Smith in N. W. Astuti & Nurwidawati (2022) explain that when a person is able to balance his work and personal life, it can be said that they have achieved a balance such as being able to work well and being able to balance their personal life outside of work. Panchanatham in Ariyani et al. (2022) stated that *work-life balance* is related to efforts to maintain a balance of various roles that individuals carry out so that they remain in harmony and do not interfere with each other.

Work-life balance indicator

According to McDonald and Bradley in Pantouw et al. (2022), *work-life balance* is divided into three aspects, namely:

1. *Time Balance*

Describe an individual's ability to divide their time proportionally between work and activities outside of work such as being with family, resting, or doing personal activities.

2. *Involvement Balance*



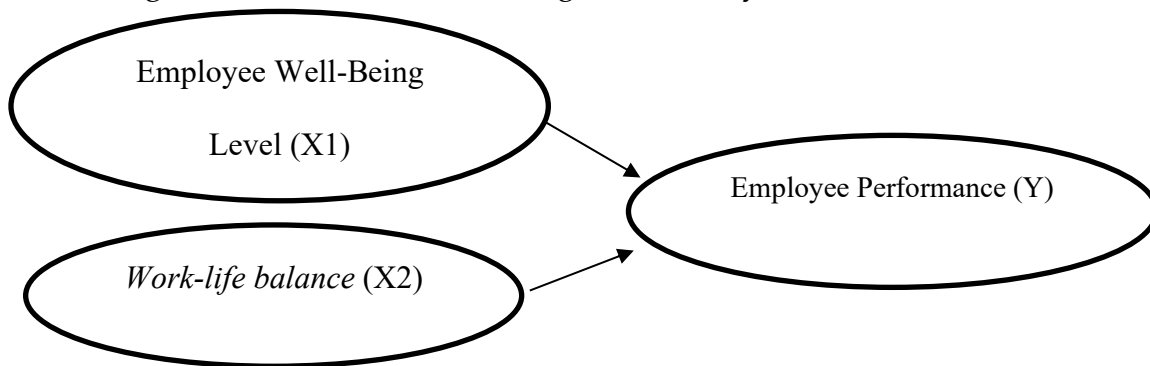
Shows the level of involvement of individuals in work and personal life roles in a balanced manner, so that there is no dominance of one role that can interfere with other roles.

3. *Satisfaction Balance*

It refers to an individual's level of satisfaction with roles in work and personal life which is reflected in positive feelings and satisfaction with both aspects.

Frame of Mind

The framework of thinking is a conceptual model of how theory relates to various factors that have been identified as important problems (Sugiyono, 2017). The following is the framework of thinking in this study:



RESEARCH METHOD

This study uses a quantitative approach with the aim of examining the influence of welfare level and *work-life balance* on the performance of *gaming center employees in Malang City*. According to Sugiyono (2019), *quantitative research is a research method used to research a specific population or sample by using quantitative/statistical data instruments and analysis to test the hypothesis that has been determined*.

Population

Population is a generalized area consisting of objects or subjects that have certain quantities and characteristics that are determined by the researcher to be studied and then drawn to the conclusion of Sugiyono (2019). The population in this study is all employees totaling 70 people from 7 *gaming centers* that are crowded in Malang City, namely: Galaxy Gaming Soekarno Hatta, Galaxy Gaming Galunggung, Antariksa Gaming, Antarkita Gaming, Sigmaplay, Zenith Game Rental & Cafe, Lucky Cat Playstation Malang.



Sampling and Sampling Techniques

Samples are part of the number and characteristics possessed by the population (Sugiyono, 2019). The sampling method in this study uses a *non-probability sampling* technique with a *purposive sampling* method. *Non-probability sampling* is a sampling technique that does not provide the same opportunity or opportunity for every element or member of the population to be selected as a sample (Sugiyono, 2019). Meanwhile, the *purposive sampling* method is the determination of a sample with certain considerations or certain criteria (Sugiyono, 2019). In this study, the respondent criteria were set, namely all active employees of *gaming centers in Malang City with a minimum working period of 3 months*. 3 months is the criterion set because of the *training or probation* period for new employees, and within 3 months the employee already understands how the rhythm or work system is in a place.

Data collection was carried out through the distribution of questionnaires to all employees of 7 *gaming centers* in Malang City online through *Google Form*. After data collection, the researcher obtained 50 respondents who were in accordance with the research criteria that had been set.

Variable Operational Definition

Operational variables are needed to determine the types and indicators of the presence of variables related to this study. The research variables were operationally defined and measured using a likert scale of 1-5 (Strongly Agree to Strongly Agree). In detail, the operational variables in this study can be seen in the following table:

Variable Operational Definition

Variable	Definition	Indicator	Item
Employee Well-Being Level (X1)	A condition that is felt by employees materially enough to meet their needs and feel safe and calm in living their lives	1. Economic Well-Being (Salary/Bonus)	X.1.1 The salary I receive is commensurate with my workload and responsibilities
			X.1.2 I receive a bonus or incentive when I reach the target



			X.1.3 I get the Hari Raya Allowance (THR) every year on time
		2. Welfare of Facilities (Work Facilities)	X.1.4 The rest room provided is quite adequate
		3. Service Welfare (Health Allowance)	X.1.5 I am registered as a BPJS or health insurance participant from the company X.1.6 I get coverage Occupational safety of the company X.1.7 I get sick leave entitlement from the company
<i>Work-life balance</i> (X2)	When a person is able to balance their work and personal life, it can be said that they have achieved a balance such as being able to work well and being able to balance their personal life outside of work Fisher, Bulger, & Smith in (Astuti and Nurwidawati 2022)	1. <i>Time Balance</i>	X.2.1 The hours I have do not interfere with my personal life X.2.2 I have enough rest time after work
		Sec. 2. <i>Involvement Balance</i> (Balance of Engagement)	X.2.3 I am able to maintain a good balance between work commitments and commitments outside of work
		3. <i>Satisfaction Balance</i>	X.2.4 I feel satisfied with my work and



			my overall personal life X.2.5 I don't feel burned out from the demands of work X.2.6 I feel that my work and personal life is balanced
Employee Performance (Y)	Results of work and actions achieved by fulfilling the duties and responsibilities given within a certain period of time: 182). (Kasmir, 2019)	1. Quality of Work	Y.1.1 I am able to complete the work with satisfactory results and minimal errors
		2. Working Quantity	Y.2.2 I can serve customers with the optimal number according to the capacity Y.2.3 The work I do is in accordance with my ability and capacity every day
		3. Punctuality	Y.3.4 I am always present and start work on time according to the assigned shift Y.3.5 I have never been absent for no apparent reason Y.3.6 I can complete the work within the specified time limit
		4. Effectiveness	Y.4.7 I can resolve complaints from customers



	effectively and efficiently
5. Independence	Y.5.8 I can carry out work independently without supervision by my supervisor Y.5.9 I have a commitment and responsibility for the work assigned Y.5.10 I am willing to work together to achieve operational objectives

RESULTS AND DISCUSSION

Respondent Characteristics

The respondents in this study amounted to 50 people who were active employees of *gaming centers* in Malang City based on gender, age, and length of work.

Table 1
Characteristics of Respondents by Gender
Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	17	34,0	34,0	34,0
Women	33	66,0	66,0	100,0
Total	50	100,0	100,0	

Based on Table 1, data obtained through the distribution of the questionnaire shows that the majority of respondents are women, namely 33 people or around 66%, while the rest are male respondents as many as 17 people or around 34%. This shows that the *employees of the Gaming center in Malang City who are respondents in this study are dominated by women*. The number of *gaming center* employees is female because it is considered that women can be an attraction in itself.



Table 2
Characteristics of Respondents by age

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	19 - 22 years old	21	42,0	42,0	42,0
	23 - 26 years old	25	50,0	50,0	92,0
	27 - 30 years old	4	8,0	8,0	100,0
	Total	50	100,0	100,0	

Based on Table 2, data obtained through the distribution of the questionnaire showed that respondents aged 19 - 22 years were 21 people or 42%, respondents aged 23 - 26 years were 25 people or 50%, and respondents aged 27 - 30 years were 4 people or 8%. This shows that most of the *gaming center employees who are respondents in this study are in the early to late phase of productive age.*

Table 3
Characteristics of Respondents based on length of work

		Long Time Working			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3 – 6 months	5	10,0	10,0	10,0
	6 – 12 months	36	72,0	72,0	82,0
	> 1 year	9	18,0	18,0	100,0
	Total	50	100,0	100,0	

Based on Table 3, data obtained through the distribution of questionnaires shows that the majority based on the length of work is in the range of 6 – 12 months, which is as many as 36 people or 72%. Respondents with a working period of 3 – 6 months were 5 people or 10%, and 9 people or 18% had a working period of more than a year. This shows that the majority of respondents have had at least 6 months or half a year of work experience, so this is considered to be enough to understand the working conditions they are experiencing.



Results of Descriptive Statistical Data Analysis

In this study, descriptive analysis was also used to provide an overview of respondents' assessment of the research variables, namely Employee Welfare Level (X1), *Work-life balance* (X2), and Employee Performance (Y). The following are the results of the descriptive analysis of this study:

Table 4
Descriptive Statistical Analysis Results

	N	Minimum	Maximum	Red	Std. Deviation
X1	50	17	33	26,26	3,869
X2	50	26	41	36,86	3,338
Y	50	54	75	66,16	4,483
Valid N (listwise)	50				

Based on table 4, which is the result of descriptive analysis, it is known that the number of data analyzed is 50 data. X1 has a minimum value of 17 and a maximum value of 33 with an average of 26.26 and a standard deviation obtained of 3.869. This means that the distribution of X1 data is relatively not too far from the average value. X2 has a minimum value of 26 and a maximum value of 33 with an average of 36.86 and a standard deviation obtained of 3.338. This means that the distribution of X2 data is relatively small and even. Y has a minimum value of 54 and a maximum value of 75 with an average of 66.16 with a standard deviation of 4.483. This means that the Y data is distributed fairly evenly and not too varied.

Validity Test

The validity test is carried out by comparing the *calculated r* value with the *r* table. An instrument is declared valid if the *value of r* is calculated $> r$ of the table, and is declared invalid if the *value of r* is calculated $< r$ of the table. With a total of 50 respondents in the study sample, the degree of freedom (df) was calculated using the formula $df = n - 2$, so that $df = 48$ was obtained. Based on this value, at the significance level of 5% (2-tailed) the *table r* value of 0.2787 was obtained. The *calculated r* value is obtained from the *Corrected Item-Total Correlation* column generated through testing the validity of each variable using SPSS

Table 5.
Validity Test Results

Variable	Item	<i>r</i> count	<i>r</i> Table	Remarks
Employee Well-Being Level	X1.1	0,713	0,278	Valid
	X1.2	0,533	0,278	Valid
	X1.3	0,590	0,278	Valid



	X1.4	0,279	0,278	Valid
	X1.5	0,828	0,278	Valid
	X1.6	0,675	0,278	Valid
	X1.7	0,506	0,278	Valid
<i>Work-life balance</i>	X2.1	0,546	0,278	Valid
	X2.2	0,543	0,278	Valid
	X2.3	0,518	0,278	Valid
	X2.4	0,623	0,278	Valid
	X2.5	0,557	0,278	Valid
	X2.6	0,619	0,278	Valid
Employee Performance	Y1.1	0,582	0,278	Valid
	Y1.2	0,624	0,278	Valid
	Y1.3	0,544	0,278	Valid
	Y1.4	0,376	0,278	Valid
	Y1.5	0,548	0,278	Valid
	Y1.6	0,546	0,278	Valid
	Y1.7	0,543	0,278	Valid
	Y1.8	0,485	0,278	Valid
	Y1.9	0,659	0,278	Valid
	Y1.10	0,608	0,278	Valid

Based on table 5, it can be concluded that all statement items in the variables Employee Welfare Level (X1), *Work-life balance* (X2), and Employee Performance (Y) have a calculated r value greater than the r of the table (0.278), so that all items are declared valid and suitable for use in the research.

Reliability Test

The reliability test is used to assess the level of consistency of respondents' answers to question items or statements in a questionnaire. The reliability test in this study used Cronbach's Alpha formula. A variable is declared reliable if it has a Cronbach's Alpha value of more than 0.60. The closer you get to lift 1, the higher the level of reliability so that it shows good internal consistency. Reliability measurement criteria are generally classified into good, acceptable, and poor reliability. In this study, an alpha value range of 0.60-0.79 was used which was included in the category of acceptable reliability. Therefore, the research instrument is declared reliable if Cronbach's Alpha value > 0.60 .



Table 6.
Reliability Test

Variable	N of Items	Cronbach's Alpha	Remarks
Welfare Level	7	0,710	Reliable
<i>Work-life balance</i>	6	0,723	Reliable
Employee Performance	10	0,787	Reliable

The table above shows that the Welfare Level variable has a Cronbach Alpha value of 0.710; *Work-life balance* of 0.723; and Employee Performance of 0.787, meaning that all research variables have a Cronbach's Alpha value of > 0.60 so they are declared reliable.

Normality Test

The Normality Test aims to find out whether the variables used in this study are normally distributed. The normality test in this study was carried out using the One Sample Kolmogorov-Smirnov Test method with a significance level of 0.05 (5%). If the significance value obtained is greater than 0.05, the data is declared to be normally distributed, and vice versa, if the significance value is less than 0.05, the data is declared not to be normally distributed.

Table 7.
Normality Test Results

		Unstandardized Residual
N		50
Normal Parameters, b	Red	0,0000000
	Std.	2,85914764
	Deviation	
Most Extreme Differences	Absolute	0,097
	Positive	0,097
	Negative	-0,072
Test Statistic		0,097
Asymp. Sig. (2-tailed)		0,200

The results of the normality test using the Kolmogorov-Smirnov Test obtained an Asymp. Sig. (2-tailed) value of 0.200. This value is greater than the significance level of 0.05 ($0.200 > 0.05$). So that the residual regression model is declared to be normally distributed.



Multicollinearity Test

The multicollinearity test aims to find out whether there is a correlation between independent variables in the regression model. To detect the presence or absence of multicollinearity, it can be seen through the values of Tolerance and Variance Inflation Factor (VIF). A regression model is declared free of multicollinearity if it has a Tolerance value of more than 0.10 or close to 1 and a VIF value of < 10 .

Table 8.
Multicollinearity Test Results

Models	Collinearity Statistics	
	Tolerance	VIVID
1 (Constant)		
Welfare Level	0,747	1,339
<i>Work-life balance</i>	0,747	1,339

Based on the results of the multicollinearity test, it is known that the variables of Welfare Level and *Work-life balance* have an equivalent Tolerance value of $0.747 > 0.10$ and VIF of $1.339 < 10.00$. Therefore, it can be concluded that all independent variables have a Tolerance value above 0.10 and a VIF value of < 10 . Thus, it can be concluded that the regression model in this study did not experience symptoms of multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test aims to find out whether in the regression model there is a residual variance disparity from one observation to another. If the residual variant is fixed, then the condition is called homoskedasticity. Conversely, if the residual variant is different, it is called heteroscedasticity. A good regression model is one that does not experience heteroscedasticity. The basis of decision-making in this test is to look at significance values. If the significance value is > 0.05 , then the regression model is declared not to experience heteroscedasticity. On the other hand, if the significance value is < 0.05 , then the regression is declared to have heteroscedasticity.

Table 9.
Heteroscedasticity Test Results

Models	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9,081	2,243		4,049	< 0.001



Welfare Level	-0,074	0,062	-0,183	-1,201	0,236
<i>Work-life balance</i>	-0,209	0,106	-0,302	-1,977	0,054

Based on table 9 heteroscedasticity test results, the significance value of each variable was 0.236 for the Welfare Level variable and 0.054 for *Work-life balance*. All of these significance values are greater than 0.05, which shows that the regression model in this study does not experience symptoms of heteroscedasticity.

Multiple Linear Regression Analysis

Table 10.

Multiple Linear Regression Test Results

Models	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	24,702	3,785		6,526	0,000
Welfare Level	0,076	0,104	0,098	0,727	0,471
<i>Work-life balance</i>	0,714	0,179	0,541	3,999	0,000

a. Dependent Variable: Employee Performance

Based on the results of data that has been processed using SPSS, the results of the calculation of free variables can be compiled in the following model:

$$Y=24.702+0.076X_1+0.714X_2+3.785$$

Description :

Y = Employee Performance

X₁ = Welfare Level

X₂ = *Work-life balance*

e = error

The results of the analysis can be interpreted as follows:

- The regression coefficient of the Welfare Level variable (X₁) is 0.076, indicating that the Welfare Level variable has a positive effect on the Employee Performance (Y) variable, which means that the higher the level of welfare felt by employees, the more employee performance will increase. However, the significance value is 0.471 > 0.05 so that statistically the Welfare Level does not have a significant effect on Employee Performance.
- The regression coefficient of the *Work-life balance* variable (X₂) shows that the *Work-life balance* variable has a positive effect on the Employee Performance variable, which means that the higher the *Work-life balance* felt by the employee, the more Employee Performance will increase. A significance



value of $0.000 < 0.05$ shows that *work-life balance* has a positive and significant effect on Employee Performance.

Test F

The F (simultaneous) test is used to find out whether the independent variables together have an effect on the dependent variables. The hypothesis proposed in the F test is that the Welfare Level (X1) and *Work-life balance* (X2) simultaneously affect Employee Performance (Y). The output results and interpretation of the simultaneous F test on 2 variables are described in the following table:

Table 11.
F Test Results

ANOVA^a

	Models	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	221,938	2	110,969	13,021	< 0.001b
	Residual	400,562	47	8,523		
	Total	622,500	49			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

The test is performed by looking at the results on the ANOVA table. Based on the results of the ANOVA test, an F value was obtained of 13.021 with a significant value of < 0.001 less than 0.05. Therefore, it can be concluded that the variables of Welfare Level (X1) and *Work-life balance* (X2) simultaneously have a significant effect on Employee Performance (Y). Thus, the regression model is feasible to use and simultaneous hypotheses are accepted.

T test

The t-test aims to find out the extent of the influence of each partially independent variable on the dependent variable. The test is performed by comparing the calculated t value with the t table or by looking at the significance value (Sig.).

The hypotheses put forward in the t-test are as follows:

H_0 : The partially independent variable has no significant effect on the bound variable

H_a : the independent variable partially has a significant effect on the bound variable

The confidence level used was 95% with a significance level (α) of 0.05.



Table 12.
T Test Results

Models	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	24,702	3,785		6,526	0,000
Welfare Level	0,076	0,104	0,098	0,727	0,471
Work-life balance	0,714	0,179	0,541	3,999	0,000

a. Dependent Variable: Employee Performance (Y)

Based on the test results, the results of the hypothesis test can be obtained:

a. Welfare Level Variable (X1)

Based on the table above, it is obtained that the value of t is calculated as 0.727 and t of the table is 2.011 so that it can be concluded that the value of t calculated $< t$ of the table and obtained a significance value of $0.471 > 0.05$ indicates that H_0 is accepted and H_a is rejected. So that the Welfare Level does not have a significant effect on Employee Performance.

b. Work-life balance variable (X2)

Based on the table above, the t -value of the calculation is 3.999 and the t -table is 2.009 so that it can be concluded that the t -value of the calculation of the $< t$ table and the significance value of the Work-life balance variable of $0.000 < 0.05$ is obtained indicating that H_0 is rejected and H_a is accepted. So that Work-life balance has a positive and significant effect on Employee Performance.

Coefficient of Determination

The Determination Coefficient (R^2) test aims to find out how much the Welfare Level (X1) and Work-life balance variables are capable of explaining the Employee Performance (Y) variables simultaneously. This value can be seen in the Model Summary table, especially in the Adjusted R Square column in the results of multiple linear regression analysis.

Table 13. Determination Coefficient Test Results
Model Summary^b

Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.597a	0,357	0,329	2,919

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Employee Performance (Y)



Based on the determination coefficient test table, an R Square value of 0.357 or 35.7% was obtained. This shows that the variables of Welfare Level and *Work-life balance* are simultaneously able to explain the variable of Employee Performance (Y) by 35.7%, while the remaining 59.7% is influenced by other variables outside the research model.

Discussion

1. The Effect of Employee Well-Being Level on Employee Performance

The results of the hypothesis test of the Welfare Level variable (X1) have a calculated t-value of 0.727 with a significance value of 0.471. The significance value is greater than the set level of 0.05 so that H_0 is accepted and H_a is rejected. This means that the variable Employee Welfare Level (X1) partially does not have a significant effect on Employee Performance at *gaming centers* in Malang City. However, the value of the regression coefficient for this variable was positive at 0.076 which indicates that in the direction of the relationship, the improvement of employee welfare tends to be followed by an increase in performance even though the effect is not statistically significant.

These results show that the welfare conditions received by *gaming center employees in Malang City, both in the form of economics (salary/bonuses), work facilities, and health benefits, have not been directly able to encourage a real improvement in performance. In the results of the descriptive analysis, the Employee Welfare Level (X1) has an average value of 26.26 out of a maximum score range of 33, meaning that employees' perception of the welfare they receive is in the medium category. We still find this in gaming centers in Malang City that provide salaries below MSEs and lack of health insurance, but this is something that is considered reasonable by employees because of the normalization process of the situation, either due to economic, psychological pressure factors or because of the characteristics of informal work culture so that indirectly there is a decrease in performance.*

The results of this study are not in line with the research conducted by Yusdiansyah & Sumanto (2022) which concluded that the level of well-being has a positive and significant influence on employee performance. This difference may be due to the characteristics of the industry, where *gaming centers* have work dynamics in the form of a shifting system, a closed work environment dominated by young employees.

2. The Effect of Work-life Balance on Employee Performance

The results of the hypothesis test of the *Work-life balance* variable have a calculated t-value of 3.999 with a significance value of 0.000. The significance



value is smaller than the significance level of 0.005 ($0.000 < 0.05$), so H_0 is rejected and H_a is accepted. This means that *Work-life balance* partially has a positive and significant effect on Employee Performance at *gaming centers in Malang City*. The regression coefficient of the *Work-life balance* variable shows that any increase in *Work-life balance* will increase Employee Performance by 0.714, assuming the other variables are constant. The value of the coefficient has the largest value among other variables in this research model, indicating that *Work-life balance* is the most dominant variable in influencing the performance of *gaming center employees* in Malang City. This result is very relevant to the characteristics of *gaming centers* that have long operating hours and some even have 24-hour operating hours where this requires employees to work with a shifting system so that this can disrupt their personal life balance.

The *Work-life balance* variable has an average value of 36.86 out of a maximum score range of 41, which means that in general *gaming center* employees in Malang City have *a fairly high perception of work-life balance*. *Work-life balance* is not achieved when an employee feels satisfied and is able to carry out his personal life and work life optimally without any sacrifices. Although working hours in this industry are quite dense, employees manage to have good time management proven by providing more optimal performance.

The results of this study are in line with research conducted by those who found that Putri & Frianto (2023) *work-life balance* has a positive and significant effect on employee performance. In addition, this research is also in line with the findings and which states that Badrianto & Ekhsan (2021) Arifin & Muharto (2022) *work-life balance* has a positive and significant influence on employee performance. Employees who have a balanced work and personal life will not experience *burnout* so that they have a higher morale and are able to provide good service to customers.

CONCLUSION

Based on the results of the research and discussion, it can be concluded that the level of employee welfare partially does not have a significant effect on the performance of *gaming center employees in Malang City*; although the direction of the relationship is positive, welfare conditions such as salaries below MSEs and lack of health insurance have not been able to encourage real performance improvement because these conditions are considered reasonable by workers. On the other hand, *work-life balance* has been shown to have a positive and significant effect on performance, which means that the more balanced the work and personal lives of employees—especially in the face of long shift systems and operating hours—



the higher their morale and quality of service. Simultaneously, well-being levels and *work-life balance* together had a significant effect on employee performance, with a contribution of 35.7 percent to performance variations, while the rest was explained by other factors outside the research model. These findings confirm that *work-life balance* is the most dominant variable in determining employee performance at *gaming centers* in Malang City, exceeding the influence of material welfare received. The limitation of this study is official data and the number of population in *gaming centers* because government agencies do not publish the official number of *gaming centers* from year to year, making it difficult for researchers to determine the number of population in real terms. As for suggestions for future research to add other variables such as leadership style, organizational culture, work motivation, and work stress, further research can also increase the number of respondents and the number of *gaming centers* so that the research is more *representative*.

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