


The Effect Of Work Life Balance, Cooperation, Communication And Fingerprint Attendance On Employee Performance

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| Article Info | ABSTRACT |
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| Keywords: Work life balance, Communication, Cooperation, Fingerprint Attendance | This study has to determine the effect of work-life balance, cooperation, communication and fingerprint attendance on the performance of tribal employees of the Water Resources Office of Johar Baru District. The strategy used in this study is a quantitative research strategy with multiple linear regression method. The population and sample in this study were 46 employees of the Johar Baru Subdistrict Water Resources Office using a saturated sampling technique of all 46 employees. The data collection technique used is to distribute questionnaires. Instrument testing uses validity and reliability tests. Hypothesis testing using partial correlation coefficient test (t test), coreal coefficient test, simultaneous regression coefficient test (F test) and partial and simultaneous determination test (R ²). Using the SPSS 27.0 software data processing program. The results of the study partially stated that the variable of work life balance was positive and significant on employee performance variables, cooperation variables had a positive and significant influence on employee performance variables, communication variables had a negative influence on performance variables and Fingerprint Attendance variables had a negative influence on performance variables. In terms of coefficient of determination (R ²) variables Work life balance, Communication, Cooperation and Fingerprint Attendance have an influence of 66.2% on performance and the remaining 33.8% are influenced by other variables. |
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INTRODUCTION

Management is a part of science that aims to control and manage the use of human resources and various assets in a real and professional manner, this is used to achieve organizational or association goals. As a rule, human resource management has never been significant for managing a company. (Hasibuan, 2020:9).

Sugandhi & Rakuasa (2023) According to DKI Jakarta Governor Regulation Number 31 of 2019 Water Resources is a Government Agency that functions to plan, build and maintain irrigation to serve the needs of the community for the public interest. The Johar Baru Water Resources Agency Tribe is an administrative organization that has the responsibility of assisting the Central Jakarta Water Resources Office Tribe in solving government affairs in

the field of public works and spatial planning in the subfield of water, maintenance and seepage, especially in the subfield of water management, maintenance and seepage.

Fakhnurozi & Pragiwani (2020) According to every company must be able to optimize the performance of each employee, because the level of employee performance will be able to affect the sustainability of a company. Employee performance is controlled to produce optimal results This Water Resources serves the community through the JAKI online application, proposals and musrembang carried out through project work have human resources that have different characteristics and have problems in their family life to be carried over into doing work, several times there have been disputes between employees due to communication in the process of delivering information, Cooperation is carried out well, but constrained by the interest of groups that are reluctant to help other groups in completing work and the use of the fingerprint attendance system, there are still people who forget attendance, thus hampering the attendance recap process.

Lukmiati et.al (2020) Work-life balance in employee life affects performance because it makes them not focused on work and unable to divide work and family time, as a result many of them experience a decrease in performance. Teamwork is a collection of individuals who complete work together with the aim of achieving common goals, carrying out work in groups or organized can accelerate and accelerate the work targeted by the company (Nainggolan 2023).

Pureklolon (2016:1) The course of the communication process in it has the same relationship so that the process of exchanging information can run communicatively between the informer and the recipient of information According to. Fingerprint attendance is a technology used to record employee attendance with entry, sickness and alpha details The attendance process can be monitored directly through a system that makes it easier for employees to make attendance so that company goals can be achieved because it is driven by the advice of employees with this attendance device (Kamal et.al 2020).

Lukmiat et.al (2020) Research that is more recent in time period states that employee performance is significantly influenced by the partial influence of each variable of work-life balance, especially the variables of time balance, balance of engagement, and satisfaction balance. Teamwork is needed in teams, meaning that cooperation has a positive and significant effect on employee performance, so better teamwork will further improve employee performance (Novianti 2023).

Nur & Syam (2020) Performance improvement depends on how much representatives can talk to each other or with superiors or leaders in the organization so that they can provide the best performance to the organization According to employees, they have a fear of cheating in terms of working hours when applying fingerprint attendance. Better performance may be a direct result of improved employee discipline indirectly, the end result of better performance in the company. Employee (Dhanurdhara et.al 2022).

Employee development is a work appraisal system applied by the company, coaching and counseling efforts carried out by direct supervisors in the work appraisal process, opportunities to attend training / training that is appropriate for job needs and opportunities to learn new things (Fahrudin & Nurisman 2020).

Different research areas and research objects are estimated to be different results, so this research is carried out with different regions and research objects to get results that can contribute to adding to science. Every company or agency must be able to manage its human resources because the level of employee performance can affect the work process in the company by paying attention to work-life balance, communication, cooperation and attendance so that these employees can meet the performance expected by the company.

The purpose of this study is to determine the effect of work-life balance on employee performance, the effect of cooperation on employee performance, the effect of communication on employee performance, and the effect of fingerprint attendance on employee performance. This research was conducted to provide a new form of empirical results that can be used as a closing gap in the differences in results from previous research then on the other hand this research can be useful for leaders who manage their human resources based on the variables that have been studied.

This article has four parts consisting of First reviewing based on literature relevant to work-life balance, cooperation, communication and fingerprint attendance, then research methods and analytical techniques used, then discussing research findings, and finally with discussion of theoretical and managerial implications and suggestions for subsequent research.

METHODS

Sugiyono (2022:1) the research method, it is an effort made to process data collection, analysis and provide interpretation of research objectives.

Sample and Population

This study used a saturated sample of all 46 employees of the Johar Baru sub-district water resources department. Respondents consisted of 46 men (100%), the age range of 20-29 years was 11 people with a percentage of 23.9%, the age of 30-39 years there were 12 people with a percentage of 26.1%, for the age of 40-49 years there were 17 people with a percentage of 37% and the age of 50-59 years there were 6 people with a percentage of 13%. based on the education of elementary education respondents totaling 13 people have a percentage of 28.3%, junior high school education respondents 9 people have a percentage of 19.6%, high school education respondents 19 people have a percentage of 41.3%, S1 education respondents 4 people with a percentage (8.7%) and S2 education respondents 1 people have a percentage of 2.2%. Respondents based on the working period of respondents < 5 years, there were 29 people who had a percentage of 63%, respondents who worked < 10 years, 14 people had a percentage of 30.4%, and respondents who worked < 15 years 3 people had a percentage of 6.5%.

Data Methods and Data Collection

Sugiyono (2022:152) The measurement used to measure respondents' answers is using the Likert scale. Likert scale is applied as a test tool for the attitudes, opinions, and views of a person or group related to the events that take place. Skla likert with intervals 1-5 with the following assessment:

5 = Strongly Agree

- 4 = Agree
3 = Raghu-Raghu
2 = Disagree
1 = Strongly Disagree

Data Analysis Techniques

a. Validity Test

Janna & Herianto (2021) The validity test, it is a test that is able to see whether or not a research instrument is valid. Here are the test criteria:

If r counts $<$ r table, then the statement is invalid

If r counts $>$ r table, then the statement is valid

b. Reliability Test

A reliability test is an estimate to find out how measurement results based on the use of similar data produce similar information. Reliability testing using Cronbach's Alpha formula. :

$$r_x = \left(\frac{n}{n-1} \right) \left(1 - \frac{\sum \sigma_t^2}{\sigma_x^2} \right)$$

Information:

Cronbach's alpha value of 0.00 to 0.20, means less reliable

Cronbach's alpha value of 0.21 to 0.40 means it is somewhat reliable

Cronbach's alpha value of 0.41 to 0.60 means it is quite reliable

Cronbach's alpha value of 0.61 to 0.80, means reliable

Cronbach's alpha value of 0.81 to 1.00, means it is very reliable

c. Partial Correlation Coefficient Test (Test t)

The t-test is used to test the significance of the relationship between the independent variable and the dependent variable partially. For the signification criterion of the partial correlation coefficient:

H_0 accepted, if t sig. $>$ $(0.05)\alpha$

H_0 rejected, if t sig. $<$ $(0.05)\alpha$

d. Uji Regression Simultan (Uji F)

The F test is used as an analysis of the significant degree of influence of the independent variable on the dependent variable carried out together or simultaneously, based on the criteria:

H_0 accepted, if or if Prob. $F > F_{hitung} < F_{tabel}\alpha (0,05)$

H_0 denied, if or if Prob. $F < F_{hitung} > F_{tabel}\alpha (0,05)$

e. Coefficient of Determination Analysis

The coefficient of determination (KD) analysis is used to measure how the model's ability to explain variation in the dependent variable.

Partial determination between Y (constant) X_1, X_2, X_3, X_4

$$KD_{1.234} = r_{y1.234}^2 \times 100\%$$

Partial determination between Y (constant) X_2, X_1, X_3, X_4

$$KD_{2.134} = r_{y2.134}^2 \times 100\%$$

Partial determination between Y (constant) X_3, X_1, X_2, X_4

$$KD_{3.124} = r_{y3.124}^2 \times 100\%$$

Partial determination between Y (constant) X_4, X_1, X_2, X_3

$$KD_{4.123} = r_{y4.123}^2 \times 100\%$$

f. Multiple Coefficients of Determination

Multiple determinations between Y X_1, X_2, X_3, X_4

$$KD_{1234} = r_{y1234}^2 \times 100\%$$

RESULTS AND DISCUSSION

Validity Test

Table 4.1 Validity Test Work life balance

| Point | r_{hitung} | r_{Tabel} | Category |
|-----------|--------------|-------------|----------|
| X_1 | | | |
| $X_{1.1}$ | 0,317 | 0,291 | Valid |
| $X_{1.2}$ | 0,766 | 0,291 | Valid |
| $X_{1.3}$ | 0,707 | 0,291 | Valid |
| $X_{1.4}$ | 0,774 | 0,291 | Valid |
| $X_{1.5}$ | 0,797 | 0,291 | Valid |
| $X_{1.6}$ | 0,297 | 0,291 | Valid |

Source: data processed using SPSS 27

The work life balance variable work life balance (X_1) results are significantly r_{hitung} greater than r_{tabel} there fore inferences can be drawn from all statement items in the r_{tabel} valid work life balance .

Table 4.2 Validity Test Cooperation

| Point | r_{hitung} | r_{Tabel} | Category |
|-----------|--------------|-------------|----------|
| X_2 | | | |
| $X_{2.1}$ | 0,576 | 0,291 | Valid |
| $X_{2.2}$ | 0,823 | 0,291 | Valid |
| $X_{2.3}$ | 0,420 | 0,291 | Valid |
| $X_{2.4}$ | 0,631 | 0,291 | Valid |
| $X_{2.5}$ | 0,794 | 0,291 | Valid |
| $X_{2.6}$ | 0,778 | 0,291 | Valid |
| $X_{2.7}$ | 0,436 | 0,291 | Valid |
| $X_{2.8}$ | 0,833 | 0,291 | Valid |

Source: data processed using SPSS 27

The cooperation variable cooperation (X_2) significant intermediate results r_{hitung} are greater than r_{tabel} therefore inferences can be drawn from all statement items in the valid cooperation variable.

Table 4.3 Validity Test Communication

| Point | r_{hitung} | r_{Tabel} | Category |
|-----------|--------------|-------------|----------|
| X_3 | | | |
| $X_{3.1}$ | 0,796 | 0,291 | Valid |
| $X_{3.2}$ | 0,766 | 0,291 | Valid |

| Point | r_{hitung} | r_{Tabel} | Category |
|------------|--------------|-------------|----------|
| X_3 | | | |
| $X_{3.3}$ | 0,594 | 0,291 | Valid |
| $X_{3.4}$ | 0,773 | 0,291 | Valid |
| $X_{3.5}$ | 0,422 | 0,291 | Valid |
| $X_{3.6}$ | 0,796 | 0,291 | Valid |
| $X_{3.7}$ | 0,673 | 0,291 | Valid |
| $X_{3.8}$ | 0,706 | 0,291 | Valid |
| $X_{3.9}$ | 0,667 | 0,291 | Valid |
| $X_{3.10}$ | 0,334 | 0,291 | Valid |

Source: data processed using SPSS 27

The communication variable communication X_3 results are significantly between r_{hitung} greater than r_{tabel} , therefore inferences can be drawn from all statement items inside the valid communication variable.

Table 4.4 Validity Test fingerprint attendance

| Point | r_{hitung} | r_{Tabel} | Category |
|-----------|--------------|-------------|----------|
| X_4 | | | |
| $X_{4.1}$ | 0,603 | 0,291 | Valid |
| $X_{4.2}$ | 0,620 | 0,291 | Valid |
| $X_{4.3}$ | 0,591 | 0,291 | Valid |
| $X_{4.4}$ | 0,771 | 0,291 | Valid |
| $X_{4.5}$ | 0,541 | 0,291 | Valid |
| $X_{4.6}$ | 0,623 | 0,291 | Valid |

Source: data processed using SPSS 27

The fingerprint attendance variable fingerprint attendance X_4 has a significant intermediate result r_{hitung} greater than r_{tabel} , therefore conclusions can be drawn from all statement items in the fingerprint attendance variable are valid.

Table 4.5 Validity Test Performance

| Point | r_{hitung} | r_{Tabel} | Category |
|-------|--------------|-------------|----------|
| Y | | | |
| $Y.1$ | 0,770 | 0,291 | Valid |
| $Y.2$ | 0,751 | 0,291 | Valid |
| $Y.3$ | 0,838 | 0,291 | Valid |
| $Y.4$ | 0,590 | 0,291 | Valid |
| $Y.5$ | 0,688 | 0,291 | Valid |
| $Y.6$ | 0,522 | 0,291 | Valid |
| $Y.7$ | 0,639 | 0,291 | Valid |
| $Y.8$ | 0,531 | 0,291 | Valid |

Source: data processed using SPSS 27

Performance variable performance (Y) r_{hitung} greater than r_{tabel} therefore can be drawn conclusions from all statement items in the valid performance variable .

Reliability Test

Table 4. 6 Reliability Test Results

| Variable | Cronbach's alpha | R table | Information |
|---------------------|------------------|---------|-------------|
| Work Life Balance | 0,683 | 0,60 | Reliable |
| Cooperation | 0,836 | 0,60 | Reliable |
| Communications | 0,805 | 0,60 | Reliable |
| Absensi Fingerprint | 0,683 | 0,60 | Reliable |
| Performance | 0,819 | 0,60 | Reliable |

Source: data processed using SPSS 27

Based on Croncobach's Alpha value greater than the 0.60 reality limit, all variables are declared reliable.

Partial Correlation Coefficient Test (Test t)

Table 4. 7 Partial Correlation Coefficient Test (Test t)

| Model | | Coefficient | | | t | Say. |
|-------|---------------------|-----------------------------|------------|---------------------------|-------|------|
| | | Unstandardized Coefficients | | Standardized Coefficients | | |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.888 | 3.824 | | .494 | .624 |
| | work life balance | .215 | .105 | .201 | 2.048 | .047 |
| | Cooperation | .560 | .139 | .584 | 4.017 | .000 |
| | Komunikasi | .173 | .122 | .206 | 1.422 | .162 |
| | Absensi Fingerprint | .016 | .083 | .019 | .195 | .847 |

a. Dependent Variable: Kinerja

Source: data processed using SPSS 27

- The first hypothesis test is the variable (X_1) Work life balance on employee performance in the Water Resources Office Tribe of Johar Baru District, the results showed that the value of significance ($0.047 < 0.05$) and number t_{hitung} ($2.048 > 2.01954$) t_{tabel} then concluded that H_0 was rejected and H_1 was accepted, the variable work life balance partially affect the dependent variable (Y) performance in the Johar Baru District Water Resources Office Tribe.
- The second hypothesis test is the variable (X_2) Cooperation on employee performance in the Water Resources Office Tribe of Johar Baru District, the results of the study show that the significance value ($0.000 < 0.05$) and number t_{hitung} ($4.017 > 2.01954$) t_{tabel} then concluded that H_0 was rejected and H_2 was accepted The Cooperation variable partially affects the dependent variable (Y) performance in the Johar Baru District Water Resources Office Tribe.
- The third hypothesis test is the variable (X_3) Communication on employee performance in the Water Resources Office Tribe of Johar Baru District, the results showed that the value of significance ($0.206 > 0.05$) and number t_{hitung} ($1.422 < 2.01954$) t_{tabel} then concluded that H_0 was accepted and H_3 was rejected The Communication variable did

not partially affect the dependent variable (Y) performance in the Johar Baru District Water Resources Office Tribe.

- d. The fourth hypothesis test is the variable (X_4) Fingerprint Attendance on employee performance in the Johar Baru Sub-District Water Resources Office Tribe, the results showed that the significance value ($0.894 > 0.05$) and number t_{hitung} ($0.195 < 2.01954$) t_{tabel} then concluded that H_0 was accepted and H_4 was rejected, the Fingerprint Attendance Variable no partial effect on the dependent variable (Y) performance in the Water Resources Office Tribe of Johar Baru District.

Simultaneous Regression Coefficient Test (F Test)

Table 4. 7 Simultaneous Regression Coefficient Test (F Test)

| ANOVA | | | | | | |
|-------|------------|----------------|----|-------------|--------|-------|
| Model | | Sum of Squares | df | Mean Square | F | Say. |
| 1 | Regression | 323.121 | 4 | 80.780 | 20.032 | .000b |
| | Residual | 165.335 | 41 | 4.033 | | |
| | Total | 488.457 | 45 | | | |

a. Dependent Variable: Kinerja
b. Predictors: (Constant), Absensi Fingerprint, Komunikasi, work life balance, Kerjasama

Source: data processed using SPSS 27

The results of data processing input based on ANOVA obtained a value of F_{hitung} 19.664 and a value of F_{tabel} 2.60, then the value F_{hitung} ($20.032 > 2.60$) F_{tabel} and significant value ($0.000 < 0.05$) therefore the conclusions generated from independent variables, namely work life balance (X_1), cooperation (X_2), communication (X_3) and fingerprint attendance (X_4) have a simultaneous influence with the dependent variable (Y) performance.

Coefficient of Partial Determination (X_1) Work-life balance and Y Performance.

Table 4. 9 Coefficient of Determination Work-life balance (X_1) to Performance (Y)

| Correlations | | | | |
|--|-------------------|-------------------------|-------------------|-------------|
| Control Variables | | | work life balance | Performance |
| Cooperation & Communication & Fingerprint Attendance | work life balance | Correlation | 1.000 | .305 |
| | | Significance (2-tailed) | . | .047 |
| | | df | 0 | 41 |
| | Performance | Correlation | .305 | 1.000 |
| | | Significance (2-tailed) | .047 | . |
| | | df | 41 | 0 |

Source : Research results processed by SPSS 27

The value of the coefficient of determination of work-life balance on employee performance can be calculated as follows:

$$\begin{aligned}
 KD_{1.234} &= r_{y1.234}^2 \times 100\% \\
 &= 0.305^2 \times 100\% \\
 &= 9.3\%
 \end{aligned}$$

That the effect of work-life balance on employee performance is 9.3% and the remaining 90.7% is influenced by other variables.

Coefficient of Partial Determination (X_2) Cooperation and (Y) Performance

Table 4.10 Coefficient of Determination of Cooperation (X_2) to Performance (Y)

| Control Variables | Correlations | | Cooperation | Performance |
|-------------------------|--|-------------------------|-------------|-------------|
| | work life balance & Komunikasi & Absensi Fingerprint | Cooperation | Correlation | 1.000 |
| Significance (2-tailed) | | | . | .000 |
| df | | | 0 | 41 |
| Performance | | Correlation | .531 | 1.000 |
| | | Significance (2-tailed) | .000 | . |
| | | df | 41 | 0 |

Source : Research results processed by SPSS 27

The value of the coefficient of determination of cooperation on employee performance can be calculated as follows:

$$\begin{aligned} KD_{2.134} &= r_{y2.134}^2 \times 100\% \\ &= 0.531^2 \times 100\% \\ &= 28.19\% \end{aligned}$$

That the effect of cooperation on employee performance is 28.19% and the remaining 71.81% is influenced by other variables.

Coefficient of Partial Determination (X_3) Communication and (Y) Performance

Table 4.11 Coefficient of Communication Determination (X_3) to Performance (Y)

| Control Variables | Correlations | | Komunikasi | Performance |
|-------------------------|---|-------------------------|-------------|-------------|
| | work life balance & Kerjasama & Absensi Fingerprint | Komunikasi | Correlation | 1.000 |
| Significance (2-tailed) | | | . | .162 |
| df | | | 0 | 41 |
| Performance | | Correlation | .217 | 1.000 |
| | | Significance (2-tailed) | .162 | . |
| | | df | 41 | 0 |

The value of the coefficient of communication determination on employee performance can be calculated as follows:

$$\begin{aligned} KD_{3.124} &= r_{y3.124}^2 \times 100\% \\ &= 0.217^2 \times 100\% \\ &= 4.7\% \end{aligned}$$

That the effect of communication on employee performance is 4.7% and the remaining 95.3% is influenced by other variables.

Partial Coefficient of Determination (X_4) Fingerprint Attendance and (Y) Performance

Table 4.12 Coefficient of Determination of Fingerprint Attendance (X_4) to Performance (Y)

| Control Variables | Absensi | | Absensi | Performance |
|---|-------------|-------------------------|-------------|-------------|
| | | | Fingerprint | |
| work life balance & Collaboration & Communication | Absensi | Correlation | 1.000 | .030 |
| | Fingerprint | Significance (2-tailed) | . | .847 |
| | | df | 0 | 41 |
| | Performance | Correlation | .030 | 1.000 |
| | | Significance (2-tailed) | .847 | . |
| | | df | 41 | 0 |

a. Predictors: (Constant), Absensi Fingerprint, Komunikasi, work life balance, Kerjasama

Source : Research results processed by SPSS 27

Multiple Coefficient of Determination Analysis

Table 4.13 Coefficient of Multiple Determination

| Model Summary | | | | |
|---------------|-------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .813a | .662 | .628 | 2.008 |

a. Predictors: (Constant), Absensi Fingerprint, Komunikasi, work life balance, Kerjasama

The results of the determination test with a summary model then the R square value obtained has a value of 0.662 or $100 \times 0.662 = 66.2\%$ shows that work life balance, cooperation, communication and fingerprint attendance simultaneously on the performance of tribal employees of the Johar Baru sub-district water resources office amounted to 66.2% and the remaining 33.8% was influenced by other variables that were not used in variabel this research.

Discussion

- H₁: Work Life Balance positively and significantly affect the performance of water resources employees of Johar Baru sub-district
- H₂: Cooperation has a positive and significant effect on the performance of Water Resources Employees of Johar Baru District
- H₃: Communication has a negative and significant effect on the performance of Water Resources Employees of Johar Baru District
- H₄: Attendance Fingerprint negatively and significantly affect the performance of Water Resources Employees of Johar Baru District
- H₅: Work life balance, cooperation, communication, and absensi fingerprint positively and significantly influential to the performance of water resources employees of Johar Baru District.

CONCLUSION

Then conclusions can be drawn from the research that has been carried out on the effect of worklife balance, cooperation, communication and fingerprint attendance on the performance

of employees of the Central Jakarta Water Resources Office of Johar Baru District, which are as follows: Work-life balance affects 9.3% of the performance of employees of the Central Jakarta Water Resources Agency, Johar Baru District. This means that the better the work-life balance, the better the work balance of employees of the Central Jakarta Water Resources Agency, Johar Baru District. The cooperation has an effect of 28.19% on the performance of employees of the Central Jakarta Water Resources Office of Johar Baru District. This means that the higher the cooperation, the higher the performance of employees of the Central Jakarta Water Resources Agency, Johar Baru District. Communication affects 4.7% of the performance of employees of the Central Jakarta Water Resources Agency, Johar Baru District. This means that the better the communication, the better the performance of employees of the Central Jakarta Water Resources Agency, Johar Baru District. Fingerprint attendance has an effect of 0.09% on the performance of employees of the Central Jakarta Water Resources Agency, Johar Baru District. This means that the higher the attendance fingerprint, the higher the performance of employees of the Central Jakarta Water Resources Office Tribe Johar Baru District. Work-life balance, cooperation, communication and fingerprint attendance simultaneously affect employees of the Central Jakarta Water Resources Office of Johar Baru District affects 66.2% meaning that together the higher the Work life balance, cooperation, communication and fingerprint attendance, the higher the performance of employees of the Central Jakarta Water Resources Office of Johar Baru District.

Suggestion

1. In the variable of work-life balance, based on the results of research conducted shows that individual satisfaction indicators, namely the level of satisfaction outside work regarding employees getting support from superiors in achieving work balance, have a low total questionnaire value, therefore have an impact on performance. It is recommended for leaders in the Johar Baru District Water Resources Office to provide support to employees, because every employee needs support that helps employees to have a balance between work life and outside work for performance improvement.
2. In the variable of cooperation, based on the results of research that has been conducted shows that indicators of the level of involvement regarding involvement when there is conflict in have a low questionnaire value therefore have an impact on performance. It is recommended for leaders in the Johar Baru Sub-district Water Resources Office to respond if there is a conflict in the work environment to improve employee performance because if the conflict is not resolved quickly it can hamper performance.
3. In communication variables based on research that has been conducted shows that action indicators regarding employees often lack information when making decisions have a low total questionnaire value therefore have an impact on performance. It is recommended that leaders at the Johar Baru Subdistrict Water Resources Office Tribe provide information to their employees because they often lack information when making decisions to improve employee performance, because employees need enough information to complete the work to produce optimal performance.

4. In the fingerprint attendance variable based on research that has been conducted shows that practical indicators regarding the fingerprint attendance system cause delays in starting work. Having a low total questionnaire score therefore has an impact on performance. It is recommended that leaders in the Johar Baru Sub-District Water Resources Office Tribe innovate so that fingerprint attendance does not cause delays when starting work to improve employee performance because to support performance, it is necessary to have an easy-to-use attendance system so that there are no work delays.
5. In performance variables based on research that has been conducted shows that work quality indicators regarding employees often take initiative outside of routine tasks have a low total questionnaire value therefore have an impact on performance. It is recommended that leaders in the Johar Baru Subdistrict Water Resources Office Tribe supervise employees so that employees continue to do work in accordance with job objectives to improve employee performance because when workers do work outside their obligations it can affect performance.

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