

THE INFLUENCE OF WORK LIFE BALANCE, INTERNAL COMMUNICATION, AND TEAM WORK ON EMPLOYEE PERFORMANCE AT PT. BANK SUMUT CABANG KOORDINATOR MEDAN

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Abstract

This research aims to determine the effect of work-life balance, internal communication, and teamwork on employee performance at PT. Bank Sumut Medan Coordinator Branch. The approach used is a quantitative method, with a population of 125 employees and a sample of 56 respondents determined through simple random sampling using the Slovin formula. Data collection was conducted through observation and interviews, while data analysis used multiple linear regression with the help of SPSS version 26 software. The results show that partially, work-life balance and internal communication have a positive and significant effect on employee performance. Meanwhile, teamwork does not have a significant impact on employee performance. Simultaneously, the three independent variables significantly influence employee performance with a coefficient of determination (R^2) of 0.971, which means 97.1% of the variation in employee performance can be explained by work-life balance, internal communication, and teamwork. This finding indicates the importance of managing work balance and effective communication in supporting the improvement of human resource performance in the banking work environment.

Keywords: *Work Life Balance, Internal Communication, Team Work, Employee Performance.*

INTRODUCTION

Companies must constantly improve their competitiveness in the face of growing globalization in order to succeed and stay relevant. Enhancing employee performance is a strategic measure to prepare for the quickly evolving corporate environment. In this sense, human resource management (HRM) plays a critical role in promoting the efficacy and efficiency of the business's operations. An firm can more easily develop innovations that can boost its competitiveness when it has high-quality human resources (Busro, 2018). PT. Bank Sumut is one of the companies in the financial sector that continually strives to improve its employees' performance. This effort is made through understanding and managing various factors that influence that performance. Employee performance becomes an important indicator in measuring the extent of their contributions to the progress of the company. In the era of globalization characterized by a very dynamic business cycle, various impacts can arise, both supporting business continuity and those that could potentially hinder or even stop it. One of the most avoided risks in business contracts is the emergence of disputes later on, which could result in losses.

Employee performance itself reflects the quality and quantity of work results obtained from the implementation of assigned duties and responsibilities (NurAssyifa et al., 2015). Therefore, employee performance becomes a key factor in determining the success of organizations, both in the public and private sectors. Optimal performance indicates employees' ability to effectively and efficiently fulfill their roles, as well as provide a tangible contribution to achieving the organization's goals. According to (Putri et al. 2023), teamwork is a collaborative system within a group that combines various skills to achieve common goals, with support from a team leader to produce superior performance compared to if done individually. Through this synergy, companies can more easily realize their missions and develop sustainably. Strong teamwork is crucial in achieving collective goals, as each member can support each other, exchange ideas, and optimize their skills to achieve maximum results. In addition to teamwork, another factor that affects employee performance is internal communication. Internal communication refers to the process of exchanging

information that takes place within an organization or company, both vertically (between superiors and subordinates) and horizontally (among colleagues). Effective and smooth communication plays a crucial role in supporting employee performance, as it facilitates the flow of information needed to achieve organizational goals. Furthermore, internal communication also serves as a tool to minimize the potential for misunderstandings within the organization and to expedite the resolution of conflicts that may arise (Prabawa & Paramarta, 2023).

Work-life balance is a condition in which an individual is able to balance the demands of work with personal life, and this is one of the important factors that influence employee performance. Work-life balance describes a person's ability to manage and allocate time and responsibilities between work, family life, and other personal affairs, so that there is no conflict between career and personal life, while still maintaining motivation at work (Mardiani & Widiyanto, 2021). The inability to complete tasks without feeling rushed or pressured by time often indicates an excessive workload or a lack of skills in time management. When someone is constantly chased by deadlines and feels there is no space to work calmly, it reflects an imbalance between the demands faced and the individual's capacity. As a result, psychological stress, burnout, and decreased productivity may arise. Furthermore, this condition also reduces rest time and opportunities to engage in personal activities, ultimately disrupting the harmony between professional and personal life.

It can be concluded that in the midst of globalization challenges and the ever-changing dynamics of the business world, improving employee performance has become a crucial strategy for companies, including PT. Bank Sumut, in order to maintain competitiveness and achieve organizational targets. Employee performance not only reflects work output both quantitatively and qualitatively, but also serves as a primary benchmark for a company's success. Several factors that significantly affect employee performance include teamwork, internal communication, and work-life balance. Strong team collaboration allows for the creation of synergy among employees in achieving optimal work results. Effective internal communication supports the smooth delivery of information and reduces potential conflicts within the organization. Meanwhile, achieving a balance between job demands and personal life plays an important role in maintaining motivation, mental health, and individual productivity. With proper management of these three aspects, the company can build a positive work environment, increase operational efficiency, and support the achievement of the organization's vision and mission sustainably.

FORMULATION OF THE PROBLEM

1. Does work life balance affect the performance of employees at PT. Bank Sumut Cabang Koordinator Medan?
2. Does internal communication affect employee performance at PT. Bank Sumut Cabang Koordinator Medan?
3. Does teamwork affect employee performance at PT. Bank Sumut Cabang Koordinator Medan?
4. Does work-life balance, internal communication, and teamwork affect employee performance at PT. Bank Sumut Cabang Koordinator Medan?

LITERATUR REVIEW

Work Life Balance

According to (Ardiansyah and Surjanti 2020), work-life balance is a work pattern that allows employees to maintain a balance between responsibilities in the workplace and obligations in their personal lives. Therefore, employees are required to effectively manage their time, energy, and attention, so that no aspect of life, whether work or personal, needs to be sacrificed.

Internal Communication

According to (Arung and Sari 2022), internal communication is the process of exchanging ideas and information between managers, directors, and employees within an organization, which contributes to the formation of an effective organizational structure and the achievement of optimal performance. Internal communication includes information interactions that occur vertically, horizontally, and diagonally within the organization. Its function is not only as a tool to prevent misunderstandings but also to expedite the resolution of conflicts that may arise in the workplace.

Teamwork

According to (Putri et al. 2023), teamwork is a collaborative system within a group that combines various skills to achieve a common goal, with support from a leader to produce performance that surpasses individual work outcomes. Through solid cooperation, companies can more easily reach a shared vision and grow sustainably. Effective teamwork is crucial in achieving collective goals, as it allows each member to support one another, exchange ideas, and leverage their respective expertise to achieve optimal results.

Employee Performance

Performance can be defined as a depiction of the extent to which the implementation of a program, activity, or policy succeeds in achieving the targets, goals, vision, and mission of the organization as outlined in the organization's strategic plan. Performance can be assessed and measured when individuals or employee groups have indicators or standards of success established by the organization (Lubis & Wulandari, 2018). Generally, performance reflects a record of the results achieved from the implementation of specific functions or activities over a certain period of time. Optimal employee performance plays a crucial role in determining the success of the organization, as high productivity and work quality will directly impact the increase in efficiency and the more effective attainment of the company's goals.

RESEARCH METHODS

This research uses a quantitative method with the aim of testing predetermined hypotheses, employing methods designed according to the variables being studied. According to (Sugiyono, 2019), quantitative research is defined as a research method based on positivist philosophy, used to study a specific population or sample, data collection using research instruments, data analysis being quantitative/statistical in nature, with the aim of testing established hypotheses. This study aims to reduce or describe the influence of work-life balance, internal communication, and team collaboration on employee performance at PT. Bank Sumut Coordinator Branch Medan. The population in this study consists of 125 employees. The sample was determined using the simple random sampling technique, with a total sample of 56 respondents, calculated using the Slovin formula. The data collection techniques in this study were observation and interviews.

RESULTS AND DISCUSSION

Result validity Test

Table 1. Result Validity Test

Variable	Item	r_{hitung}	r_{tabel}	Description
Employee Performance (Y)	Y.1	0,663	0,373	Valid
	Y.2	0,743	0,373	Valid
	Y.3	0,894	0,373	Valid
	Y.4	0,912	0,373	Valid
	Y.5	0,844	0,373	Valid
	Y.6	0,908	0,373	Valid
	Y.7	0,861	0,373	Valid
	Y.8	0,759	0,373	Valid
	Y.9	0,697	0,373	Valid
	Y.10	0,571	0,373	Valid
Work Life Balance (X1)	X1.1	0,678	0,373	Valid
	X1.2	0,860	0,373	Valid
	X1.3	0,818	0,373	Valid
	X1.4	0,894	0,373	Valid
	X1.5	0,779	0,373	Valid
	X1.6	0,894	0,373	Valid
Internal Communication (X3)	X2.1	0,877	0,373	Valid
	X2.2	0,873	0,373	Valid
	X2.3	0,878	0,373	Valid
	X2.4	0,831	0,373	Valid
	X2.5	0,877	0,373	Valid
	X2.6	0,831	0,373	Valid
Teamwork (X3)	X3.1	0,673	0,373	Valid
	X3.2	0,748	0,373	Valid
	X3.3	0,895	0,373	Valid
	X3.4	0,923	0,373	Valid
	X3.5	0,853	0,373	Valid
	X3.6	0,910	0,373	Valid
	X3.7	0,862	0,373	Valid
	X3.8	0,764	0,373	Valid

The Influence of Work Life Balance, Internal Communication, and Team Work on Employee Performance at PT. Bank Sumut Cabang Koordinator Medan

Dwi Indah Lestari et al

	X3.9	0,680	0,373	Valid
	X3.10	0,748	0,373	Valid
	X3.11	0,853	0,373	Valid
	X3.12	0,923	0,373	Valid

Source: SPSS Validity Test Results 22, 2025

Based on table 1, it can be seen that by using a table value of r equal to 0.373, all statements in the questionnaire are declared valid because the overall calculated r value is greater than the table r value. Thus, it can be concluded that each statement in the questionnaire is deemed valid as an instrument for evaluating the research data, and all indicators of each variable Worklife Balance (X1), Internal Communication (X2), Team Work (X3), and Employee Performance (Y).

Reliability Test

Table 2. Result Reliability Test

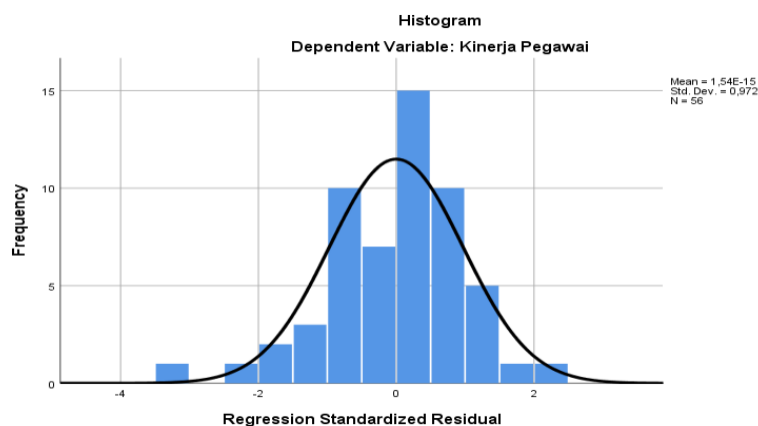
No	Variable	Cronbach's Alpha	Nilai Kritis	N of Item	Reliability
1	Employee Performance (Y)	0,932	0,6	4	Reliabel
2	Work Life Balance (X1)	0,883	0,6	4	Reliabel
3	Internal Communication (X2)	0,923	0,6	4	Reliabel
4	Team Work (X3)	0,956	0,6	4	Reliabel

Source: SPSS Reliability Test Results 22, 2025

Based on the results of the reliability test of the questionnaire in table 2, it can be seen that each variable in the questions is reliable, as it has met the specified criteria, namely Cronbach's Alpha (α) $>$ 0.6. Therefore, the reliability test is considered valid, indicating that the questionnaire used can be trusted.

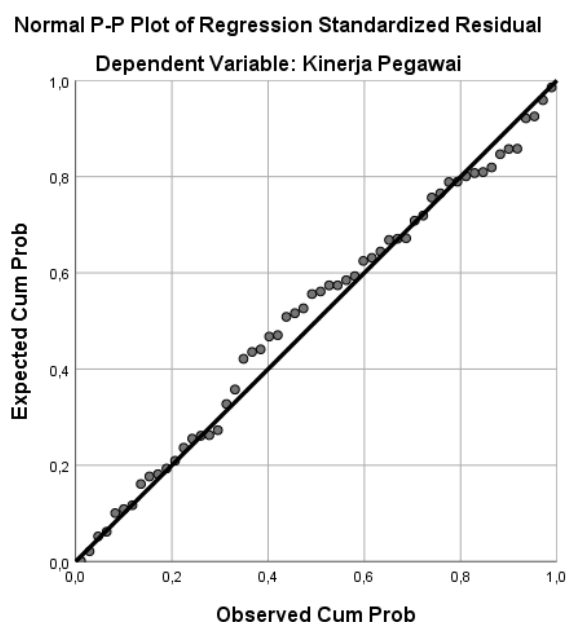
Test Classic Assumptions

Normality Test



Source: Results of SPSS 26 data processing, 2025

Based on the image above, it can be concluded that the data used shows a normal distribution. This is evident from the data pattern forming a bell shape and being centered, thus it can be concluded that the data indicates a normal distribution. The results of the normality test using the diagram:



Source: Results of SPSS 26 data processing, 2025

In Figure above, the Normal Probability Plot shows that the distribution pattern tends to be normal. The data points are scattered around the diagonal line and follow its direction, indicating that the regression model meets the normality assumption. Therefore, the regression model is suitable for predicting employee performance based on the independent

Multicollinearity Test

Table 3. Result Multicollinearity Test

Based on the table above, it can be seen that the Variance Inflation Factor (VIF) values are less than 10, namely

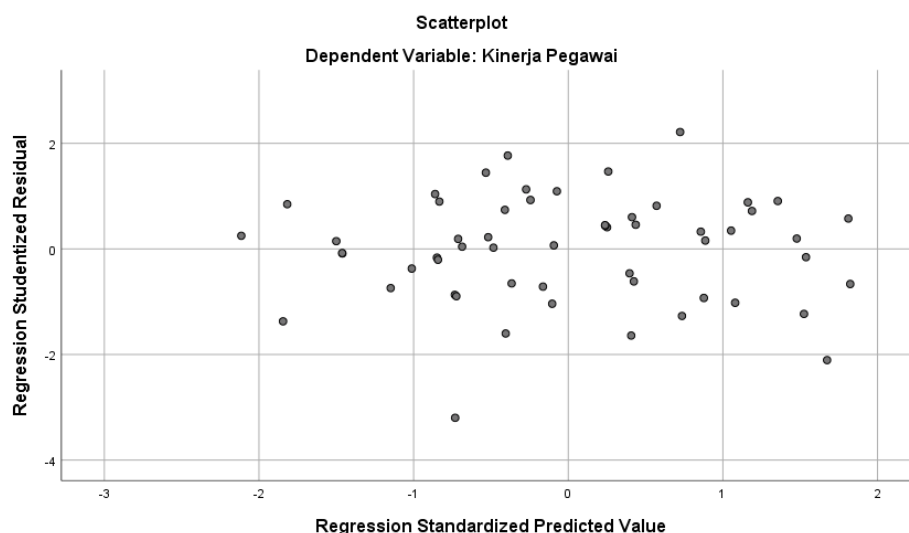
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,017	1,687		,603	,549		
	X1	,838	,052	,534	16,248	,000	,520	1,925
	X2	,758	,041	,559	18,366	,000	,605	1,654
	X3	,003	,023	,004	,143	,887	,793	1,261

a. Dependent Variable: Employee Performance

work life balance (X1) at $1.925 < 10$, internal communication (X2) at $1.654 < 10$, and teamwork (X3) at $1.261 < 10$. Additionally, the tolerance values must be greater than 0.1, where the work life balance (X1) is $0.520 > 0.1$, internal communication (X2) is $0.605 > 0.1$, and teamwork (X3) is $0.793 > 0.1$, thus free from multicollinearity or can be considered reliable and objective.

Test for Heteroskedasticity



Source: Results of SPSS 26 data processing, 2025

Based on the image above, it can be seen that the points are scattered randomly, both above and below around the 0 mark on the Y, and do not form any specific pattern. Therefore, this regression model is free from heteroscedasticity.

Multiple Linear Regression Test

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,017	1,687		,603	,549		
	X1	,838	,052	,534	16,248	,000	,520	1,925
	X2	,758	,041	,559	18,366	,000	,605	1,654
	X3	,003	,023	,004	,143	,887	,793	1,261

a. Dependent Variable: Employee Performance

Table 4. Multiple Regression Linier Test

Source: Results of SPSS 26 data processing, 2025

Based on Table 4, the multiple regression equation in this study is:

$$Y = 1.017 + 0.839X1 + 0.758X2 + 0.003X3 + e.$$

The table above shows that the calculations are derived from the constant value (a) of 1.017, b1 of 0.838, b2 of 0.758, and b3 of 0.003, thus resulting in the multiple linear regression equation $Y = 1.017 + 0.839X1 + 0.758X2 + 0.003X3 + e$. From this regression equation, it can be concluded that:

1. Based on the constant value (a) = 1.017 and being positive, this indicates that if the independent variables are valued at 0, employee performance increases by 1.017%.
2. The coefficient of the work-life balance variable is 0.839, meaning that if the work-life balance variable increases by 1 unit, employee performance will increase by 0.839%.
3. The coefficient of the internal communication variable is 0.758, which means that if the communication variable rises by 1 unit, employee performance will increase by 0.758%.
4. The value of the teamwork cooperation variable coefficient is 0.003, which means that if the teamwork cooperation variable increases by 1 unit, the employee performance variable will increase by 0.003%.

		Coefficients ^a						t-Test
Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1,017	1,687		,603	,549		
	X1	,838	,052	,534	16,248	,000	,520	1,925
	X2	,758	,041	,559	18,366	,000	,605	1,654
	X3	,003	,023	,004	,143	,887	,793	1,261

a. Dependent Variable: Employee Performance

(partial)

Source: Results of SPSS 26 data processing, 2025

Table 5. Result of t-test (Parsial)

Based on the results of the t-test above, the t-table value at $df = n - k - 1 = 56 - 4 = 52$ with a significance level of 5% (0.05) is 1,67469. Therefore, to determine the partial effect, the multiple linear regression equation can be interpreted as follows:

1. The value obtained from the table shows that the calculated t-value is greater than the t-table value ($16,248 > 1,67469$) and the significance level is 0.000, which is less than 0.05. This means that work life balance have a positive and significant effect on Employee Performance.
2. The value obtained from the table shows that the calculated t-value is greater than the t-table value ($18,366 > 1,67469$) and the significance level is 0.000, which is less than 0.05. This means that Internal Communication have a positive and significant effect on Employee Performance.
3. The value obtained from the table shows that the calculated t-value is less than the t-table value ($0,143 < 1,67469$) and the significance level is 0.887, which is greater than 0.05. This means that Team Work has no positive and no significant effect on Employee Performance.

F Test (Simultaneous)

Table 6. Test (Simultaneous)

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1387,833	3	462,611	576,596	,000 ^b
	Residual	41,720	52	,802		
	Total	1429,554	55			

Source: Results of SPSS 26 data processing, 2025

Based on the table above, the value of F-table obtained is 576.596. With $\alpha = 5\%$, the degrees of freedom in the denominator: $56 - 4 = 52$, thus the value of Ftable is 3.18. From this explanation, it can be concluded that Fcount (576.596) $>$ Ftable (3.18), and the significant value of $0.000 < 0.05$, so it can be concluded that work-life balance, internal communication, and teamwork have a simultaneous effect on employee performance variables.

Determination Coefficient Test

**Table 7. R Square Test Results
Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,985 ^a	,971	,969	,896

a. Predictors: (Constant)

b. b. Dependent Variable

Source: Results of SPSS 26 data processing, 2025

Based on the table above, the adjusted coefficient of determination (R Square) is 0.971, which means that 97.1% of the dependent variable can be explained by the independent variables, while the rest is explained by other variables outside of the variables studied.

DISCUSSION

The Influence of Work Life Balance on Employee Performance

The results of this study indicate that the calculated t-value > table t-value ($16.248 > 1.67469$) and is significant at 0.000, which is smaller than 0.5, meaning that work-life balance has a positive and significant impact on employee performance. A good work-life balance significantly influences employee performance because the better employees manage their time between work and personal life, the higher their performance level can be shown. Employees who feel balanced in their roles both at work and outside are tend to be more focused, less stressed, and able to complete tasks more effectively.

The Influence of Internal Communication on Employee Performance

The results of this research indicate that the calculated t-value is greater than the t-table value ($18.3 > 1.67469$) and is significant at 0.000, which is less than 0.5, meaning that internal communication has a positive and significant influence on employee performance. Good internal communication has a significant impact on employee performance, as communication is crucial to ensure that all team members understand the shared goals, share relevant information, and can collaborate effectively to achieve the desired outcomes. With good internal communication, employee performance can be enhanced, and information can be conveyed effectively, making it easier to achieve the organization's goals in the company.

The Influence of Teamwork on Employee Performance

The results of this research indicate that the t-value (0.143) is less than the t-table value (1.67469), and significant at 0.887, which is greater than 0.5, meaning that teamwork does not have a positive and significant impact on employee performance. This may occur because employees tend to work more individually or based on direct instructions from their superiors, resulting in teamwork playing a less dominant role in influencing their performance. In this context, teamwork has not yet become a key factor determining performance, and it may need to be strengthened in terms of structure, coordination, and work culture. Therefore, organizations need to take various steps to enhance team cohesion, foster a sense of shared responsibility, and create a work environment that supports active collaboration, so that teamwork can make a tangible contribution to improving employee performance.

The Influence of Work-Life Balance, Internal Communication, and Team Work on Employee Performance

The results of this study show that the calculated F value (576.596) is greater than the critical F table value

(3.18), and the significance level of 0.000 is less than 0.05. Therefore, it can be concluded that work-life balance, internal communication, and teamwork simultaneously affect the employee performance variable. The adjusted coefficient of determination (R Square) is 0.971, which means that 97.1% of the dependent variable can be explained by the independent variables, while the remaining part is explained by other variables outside of those studied.

CONCLUSION

Based on the research results concerning the influence of work-life balance, internal communication, and team collaboration on employee performance at Bank Sumut Medan Coordinator Branch, the following conclusions can be drawn:

1. The results of this study indicate that work-life balance has a positive and significant effect on the performance of employees at PT. Bank Sumut Cabang Koordinator Medan.
2. The results of this study indicate that internal communication has a positive and significant effect on the performance of employees at PT. Bank Sumut Cabang Koordinator Medan.
3. The results of this study indicate that team collaboration does not have a positive and significant effect on the performance of employees at PT. Bank Sumut Cabang Koordinator Medan.
4. The results of this research indicate that work-life balance, internal communication, and team collaboration simultaneously have a positive and significant effect on the performance of employees at PT. Bank Sumut Cabang Koordinator Medan.

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