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Employee Performance is Assessed in Terms of Work-Life Balance, Work-Family Conflict, Mental Health, and The Generation Gap

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ABSTRACT

The purpose of this study is to analyze the influence of work-life balance, work-family conflict, mental health, and the generation gap on employee performance at the Klaten Pratama Tax Office. This study uses a quantitative approach with a survey method. The study population was all Klaten Pratama Tax Office employees with a sample of 88 respondents. Data collection techniques were carried out through questionnaires, while data analysis used multiple linear regression with the help of the Statistical Product and Service Solutions (SPSS) program. Tests were conducted simultaneously and partially to determine the influence of each independent variable on employee performance. The results showed that work-life balance, work-family conflict, mental health, and the generation gap simultaneously influenced employee performance. Partially, work-life balance had a positive and significant effect on employee performance, mental health had a marginal effect, while work-family conflict and the generation gap had no significant effect. The coefficient of determination (R^2) value of 0.274 indicates that the research variables were able to explain 27.4% of the variation in employee performance. This study concluded that work-life balance is the most dominant factor in influencing employee performance at the Klaten Pratama Tax Office.

Keywords:*Work-Life Balance, Work-Family Conflict, Mental Health, Gap Generation, Employee Performance.*

INTRODUCTION

Employee performance directly impacts the achievement of organizational goals, operational efficiency, and the quality of public services. Various factors can influence employee performance. A thorough understanding of these factors is crucial. Therefore, efforts to improve employee performance are a strategic investment that must be made on an ongoing basis (Valery et al., 2023).

Employee performance cannot be improved instantly. Various factors can influence employee performance, both internal and external. A thorough understanding of these factors is essential for an effective human resource management development strategy. Internal factors that can influence employee performance include a person's characteristics, including attitudes, personality traits, physical characteristics, desires or motivations, age, gender, education, work experience, cultural background, and other personal variables. External factors are factors that influence employee performance, such as the environment, leadership, coworkers' actions, training and supervision, pay systems, and the social environment.(Suhartini, 2021)An imbalance between work and personal life

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demands can lead to stress, burnout, and decreased work motivation (Calzón-Menéndez et al., 2021). Furthermore, work-family conflict can also negatively impact employee performance (Lubis & Siregar, 2023; Okolie & Okereka, 2022).

The dynamics of the workplace have undergone significant changes, particularly with the COVID-19 pandemic and the increasingly rapid adoption of technology. This has had consequences for employee work-life balance, work-family conflict, mental health, and workplace anxiety (generation gap) (Qin & Men, 2023).

The issue of work-life balance has received attention as a significant factor influencing employee performance (Calzón-Menéndez et al., 2021). An imbalance between work and personal life demands can lead to stress, burnout, and decreased work motivation (Li & Zhou, 2023). Research on the effect of work-life balance on employee performance has been conducted by Valery et al. (2023), Suhartini (2021), Calzón-Menéndez et al. (2021), Okolie & Okereka (2022), Li & Zhou (2023), Arif et al. (2022), Ariakusuma & Prahiawan (2024), Bello et al. (2024), and Asari (2022), which state that work-life balance influences employee performance.

*Wfamily conflict*is also an important factor to consider. High work demands and long working hours can disrupt family life, leading to feelings of guilt, anxiety, and decreased work productivity. Difficulty dividing time and energy between work and family can lead to feelings of guilt, anxiety, and lack of focus, thus reducing work productivity (Lubis & Siregar, 2023). Research on the effect of work-family conflict on performance has been conducted by Lubis & Siregar (2023) and Sari et al. (2021), which states that work-family conflict affects employee performance. However, these results are inconsistent withHidayah & Adi (2024)and Prianggi et al. (2022), who stated that work-family conflict has no influence on employee performance.

*Mental health*Employee well-being is also becoming increasingly important in the context of performance. Excessive workloads, target pressure, and an unsupportive work environment can lead to mental health problems such as stress, depression, and anxiety (Chen et al., 2022). These conditions can affect employees' cognitive, emotional, and behavioral abilities, ultimately impacting their performance. Factors such as job stress and job satisfaction, as well as mental health, influence employee performance (Arif et al., 2022). Research on mental health and employee performance was conducted by Krisdayanti & Farida (2023), who stated that mental health influences employee performance. These results are inconsistent with research conducted by Chen et al. (2022) and Maulana & Adnyana (2024), which stated that mental health does not influence employee performance.

Furthermore, a key factor in achieving optimal performance is good communication within the work environment. However, communication within an organization or company often becomes an obstacle, especially when employees have a significant age gap, often referred to as a generation gap. However, research on the influence of generation gaps on employee performance conducted by Hasyim et al. (2023) and Budiman et al. (2024) has shown that the placement of generation gaps does not affect employee performance.

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The Klaten Pratama Tax Service Office (KPP Pratama Klaten) is a government agency that plays a crucial role in collecting state revenue through taxes. This task requires employees to work professionally, meticulously, and punctually in carrying out tax administration obligations and providing services to the public. The performance of KPP Pratama Klaten employees is measured by meeting targets for these tasks, namely Individual Performance Indicators, where performance results are stated in the Employee Performance Evaluation Results Document. However, the dynamics of work at the KPP often pose challenges related to work-life balance, work-family conflict, and employee mental health. The work-life balance phenomenon arises when employees must divide their time between busy work demands and personal and family needs. If this balance is not maintained, it can affect job satisfaction, productivity, and even cause stress. This condition is often exacerbated by work-family conflict, a clash of roles experienced when work demands interfere with family roles, or vice versa. This conflict not only impacts work quality but can also affect family harmony and employee psychological health. Furthermore, mental health is a crucial issue in the modern workplace. Target pressure, administrative burdens, and demands for excellent public service have the potential to cause work stress, burnout, and other psychological problems. If mental health conditions are not managed properly, it can impact employee performance and the quality of public services provided to taxpayers. Furthermore, the Klaten Pratama Tax Office (KPP Pratama Klaten), as a government agency, also faces the dynamics of a generational gap in the workplace. The presence of employees from various generations, from seniors to millennials and Gen Z, creates differences in mindsets, work styles, and technology use. This gap often presents challenges in team collaboration, communication, and adapting to work culture.

Given the complexity of factors influencing employee performance at the Klaten Pratama Tax Office, it is important to analyze the relationship between work-life balance, work-family conflict, mental health, and the generation gap on employee performance dynamics at the Klaten Pratama Tax Office. By understanding the relationship between these factors, it is hoped that appropriate intervention strategies can be formulated to improve employee well-being and optimize their performance. This research is also expected to contribute to the development of more effective human resource management policies that are responsive to employee needs in this digital era (Lumbao & Ferraren, 2023).

RESEARCH METHODS

The author uses a quantitative approach. This study uses a quantitative approach with a causal associative survey research design. The survey design was used because data collection was conducted through distributing questionnaires to employees of the Klaten Pratama Tax Office (KPP Pratama). This study is causal associative because it aims to determine the relationship and influence of independent variables on the dependent variable. The independent variables in this study consist of work-life balance, work-family conflict, mental health, and the

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generation gap, while the dependent variable is employee performance. In addition, this study uses a cross-sectional approach, namely data collection is carried out at a certain time without repeated observations of respondents. The data obtained are then analyzed using multiple linear regression with the help of the SPSS program to determine the effect of each independent variable on the dependent variable, both partially and simultaneously. Through this research design, it is hoped that a clear picture can be obtained regarding the influence of work-life balance, work-family conflict, mental health, and the generation gap on employee performance at the Klaten Pratama Tax Office. This research was conducted by the Klaten Pratama Tax Office, with the consideration that the agency requires attention to work-life balance, work-family conflict, mental health, and the generation gap related to employee performance. The research location was selected through observation to obtain a general overview of the institution. The research period was four months, from January 2026 to April 2026.

The population in this study is all employees at the Klaten Pratama Tax Service Office, totaling 88 employees. Because the population in this study is only 88 people, the author took 100% as a sample, namely 88 employees of the Klaten Pratama Tax Service Office. The sampling technique used saturated sampling or census, namely all members of the population were used as samples. The dependent variable in this study is the performance (Y) of the Klaten Pratama Tax Service Office. The independent variables in this study are work-life balance (X1), work-family conflict (X2), mental health (X3), and gap generation (X4).

The data collection methods used in this research are observation, documentation, questionnaires, and literature studies.After the data tabulation was carried out, the data was processed using multiple linear regression analysis tools with the help of SPSS 27 software.The form of the multiple linear regression analysis equation is as follows:

Y = a+b1X1+b2X2+b3X3+b4X4+e

Information :

a	= constant
b1, b2, b3, b4	= correlation coefficient
Y	=Dependent variable of employee performance
X1	=Independent variable work-life balance
X2	=Independent variable work-family conflict
X3	=Independent variable mental health
X4	=Independent variable gap generation
e	=*error term*(confounding variable) or residual

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RESULTS AND DISCUSSION

Multiple Linear Regression

Table 1. Multiple Linear Regression Results

No	Variables	Unstandardized B	Information
1	(Constant)	8,629	Positive
2	*Work-Life Balance*	0.354	Positive
3	*Work-Family Conflict*	0.101	Positive
4	*Mental Health*	0.228	Positive
5	*Gap Generation*	0.007	Positive

Source: Primary data processed in 2026

Based on the table above, it can be seen that the regression equation formed is:

$Y = 8.629 + 0.354X1 + 0.101X2 + 0.228X3 + 0.007X4$

This equation shows how each independent variable contributes to changes in the dependent variable Y (employee performance) which will be explained as follows:

1) The constant value (a) of 8.629 means that when all independent variables (work-life balance, work-family conflict, mental health, and generation gap) are assumed to be zero, the employee performance score remains at 8.629. This indicates that there is an influence from other factors outside the model that also determine employee performance scores.
2) The regression coefficients for each variable indicate a positive relationship. The work-life balance variable (b1) has a coefficient of 0.354, meaning that every one-unit increase in work-life balance will increase employee performance by 0.354, assuming other variables remain constant. This value is also the largest compared to other variables, so practically, work-life balance has the greatest contribution to improving employee performance.
3) Furthermore, the work-family conflict variable (b2) has a coefficient of 0.101. This means that if work-family conflict increases by one unit, performance will increase by 0.101. Although the effect is positive, the contribution of work-family conflict is relatively smaller than that of work-life balance.
4) The mental health variable (b3) shows a coefficient of 0.228. This means that every one-unit increase in mental health will increase employee performance by 0.228. Magnitude-wise, mental health ranks second only to work-life balance, making it a significant contributor to explaining variations in employee performance.
5) Meanwhile, the generation gap variable (b4) has a very small coefficient, namely 0.007. This indicates that changes in the generation gap have almost no significant impact on changes in employee performance, although the direction of the relationship remains positive.

When viewed as a whole, the coefficient (B) values show that all independent variables have a directional relationship with employee performance. However, their levels of contribution vary, with work-life balance being the most dominant influence, followed by mental health, work-family conflict, and finally, the generation gap.

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Model Feasibility Test

Table 2. Model Testing Results

Model	F count	Ftable	Sig.	Standard	Information
Regression	7,831	2.48	0,000	0.05	Eligible Model

Source: Primary data processed in 2026

Based on the results of the F test, the F count value is 7.831>2.48 with a significance level (Sig.) of 0.000<0.05. Therefore, H_0 is rejected and H_a is accepted. This indicates that simultaneously or together, the independent variables of work-life balance, work-family conflict, mental health, and gap generation have a significant effect on the dependent variable of employee performance at Klaten Pratama Tax Office. In other words, it can be concluded that the regression model in this study is suitable for use and the independent variables simultaneously influence the dependent variable.

Hypothesis Test/t-Test

Table 3 Hypothesis Testing Results

Hypothesis	thitung	table	Sig.	Standard	Information
H1	2,768	> 1,989	0,000	0.05	H0 Rejected
H2	1,243	< 1,989	0,000	0.05	H0 Accepted
H3	1,993	>1,989	0.002	0.05	H0 Rejected
H4	0.139	>1,989	0,000	0.05	H0 Accepted

Source: Primary data processed in 2026

Based on the results of the t-test in the table above, it can be explained in the following form:

1) The Influence of Work-Life Balance on Employee Performance
Based on the t-test results, the work-life balance variable has a t-value of 2.768 with a significance value of 0.007. This value indicates that 2.768>1.989 and 0.007<0.05. Therefore, H_0 is rejected and H_a is accepted. Thus, work-life balance has a positive and significant effect on employee performance at Klaten Pratama Tax Office. This indicates that the better the balance between work life and personal life of employees (work-life balance), the better the employee performance.
2) The Influence of Work-Family Conflict on Employee Performance
Based on the t-test results, the work-family conflict variable has a t-value of 1.243 with a significance value of 0.217. This value indicates that 1.243 <1.989 and 0.217 >0.05. Therefore, H_0 is accepted and H_a is rejected. Thus, work-family conflict does not significantly affect employee performance at Klaten Pratama Tax Office. This means that the conflict between work and family (work-family conflict) experienced by employees does not directly affect employee performance.
3) The Influence of Mental Health on Employee Performance
Based on the t-test results, the mental health variable has a t-value of 1.993 with a significance value of 0.050. This value indicates that 1.993>1.989 and 0.050≤0.05. Therefore, H_0 is rejected and H_a is accepted. Thus, mental health has an effect on

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employee performance, although the effect is marginal. This indicates that employee mental health still plays a role in supporting employee performance.

4) The Influence of the Generation Gap on Employee Performance
Based on the t-test results, the generation gap variable has a t-value of 0.139 with a significance value of 0.890. This value indicates that 0.139 <1.989 and 0.890 >0.05. Therefore, H_0 is accepted and H_a is rejected. Thus, the generation gap does not significantly influence employee performance at Klaten Pratama Tax Office. This means that the generation gap in the work environment is not a major factor influencing employee performance.

Coefficient of Determination Test (R2)

Table 4 Results of the Determination Coefficient

Model	*R*	*R Square*	*Adjusted R Square*	*Standard Error of the Estimate*
1	0.523	0.274	0.239	1,992

Source: Primary data processed in 2026

Based on the regression output results, the R Square (R^2) value was obtained at 0.274. This value indicates that 27.4% of the variation in the dependent variable Y (employee performance) can be explained by the independent variables used in the model, namely work-life balance, work-family conflict, mental health, and the generation gap. In other words, the model's ability to explain changes in employee performance is still considered moderate. This means that the variables studied do contribute, but are not yet able to explain all the variations that occur in employee performance. Meanwhile, the remaining 72.6% is explained by other factors outside this research model. These factors could be other variables that have not been included, measurement errors, or external conditions not observed in the study.

Discussion

1. The Influence of Work-Life Balance on Employee Performance at Klaten Pratama Tax Office (H1)

The results of the study based on the SPSS data processing results presented in Table IV.9 show that the work-life balance variable has a t-value of 2.768 with a significance level of 0.007. This significance value is smaller than 0.05 so that H1 is accepted. Thus, the work-life balance variable is proven to have a positive and significant influence on employee performance. These results indicate that the balance between work life and personal life (work-life balance) is one of the important factors in supporting the improvement of employee performance at Klaten Pratama Tax Office. Employees who are able to manage their time, work responsibilities, and personal and family needs in a balanced manner tend to have better productivity levels, are more focused in completing work, and are able to work more optimally.

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The results of this study also align with the previously described problem identification, namely that employees within the Directorate General of Taxes often face difficulties in achieving work-life balance due to high job demands, long working hours, and limited work flexibility. These conditions have the potential to cause physical and mental fatigue, which can ultimately affect the quality of employee performance. Therefore, when employees are able to maintain a balance between work and personal life (work-life balance), perceived work pressure can be reduced, allowing them to better maintain their concentration, work enthusiasm, and productivity.

These findings indicate that work-life balance is not only related to individual comfort but also has a direct impact on employee effectiveness in carrying out their duties and responsibilities. Therefore, the better an employee's work-life balance, the better their performance. This research aligns with previous studies conducted by Valery et al. (2023), Suhartini (2021), Calzón-Menéndez et al. (2021), Okolie & Okereka (2022), Li & Zhou (2023), Arif et al. (2022), Ariakusuma & Prahiawan (2024), Bello et al. (2024), and Asari (2022), which stated that work-life balance has a positive and significant effect on employee performance.

2. The Influence of Work-Family Conflict on Employee Performance at Klaten Pratama Tax Office (H2)

Based on the SPSS data processing results presented in Table IV.9, the research results show that the work-family conflict variable has a t-value of 1.243 with a significance level of 0.217. This value is greater than 0.05, so H2 is rejected. Thus, work-family conflict does not significantly influence employee performance at Klaten's Pratama Tax Office. These research results align with those conducted byHidayah & Adi (2024)and Prianggi et al. (2022), who stated that work-family conflict does not significantly impact employee performance. This finding indicates that the conflict between work demands and family life (work-family conflict) experienced by employees does not directly affect the quality of their performance in the workplace.

The results of this study relate to the identification of problems that explain that employees of the Directorate General of Taxes often face the risk of work-family conflict due to limited time with family, high work demands, and work placement conditions that require some employees to live far from their families due to the possibility of future transfers. These conditions essentially have the potential to cause emotional stress and role conflict between work and family.

However, research results show that these conditions do not significantly reduce employee performance. This occurs because employees are able to maintain professionalism and responsibility in carrying out their work despite facing pressures from family life. Furthermore, as a government agency with a structured work system and targets, employees tend to strive to maintain work performance so that tasks and responsibilities can be completed effectively.

These findings indicate that while work-family conflict is a challenge experienced by employees, it does not necessarily directly impact their work

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performance. In other words, employees are still able to separate family issues from work responsibilities, thus maintaining their performance. Therefore, work-family conflict is not a primary factor influencing employee performance at the Klaten Pratama Tax Office.

3. The Influence of Mental Health on Employee Performance at Klaten Pratama Tax Office (H3)

The research results based on SPSS data processing summarized in Table IV.9 show that the mental health variable has a t-value of 1.993 with a significance level of 0.050. This value indicates that H3 is accepted because the significance value is within the 0.05 threshold. Thus, the mental health variable shows a marginally significant effect on employee performance. These results are in line with research conducted by Chen et al. (2022) and Maulana & Adnyana (2024) which stated that mental health does not significantly influence employee performance.

This shows that mental health still plays a role in influencing employee performance, although its influence is less dominant than other variables. Employees with good mental health tend to be more emotionally stable, able to manage work pressure, and more focused on completing their tasks and responsibilities, resulting in more optimal performance.

The results of this study relate to the identification of problems that explain that Directorate General of Taxes employees face a significant workload and risk, stemming from both internal and external factors. Internal pressures can include constantly increasing work targets, deadlines, and demands from superiors and colleagues. Meanwhile, external pressures arise from interactions with taxpayers, such as dealing with uncooperative taxpayers or various public service demands. These conditions have the potential to impact employee mental health if not supported by an adequate environment and organization.

However, the research results show that the influence of mental health on employee performance is not overly significant. This indicates that while mental health is important, employee performance at the Klaten Pratama Tax Office (KPP Pratama) is not entirely determined by their psychological state. It is possible that the work system, organizational culture, discipline, and demands for professionalism within the Directorate General of Taxes enable employees to continue performing their jobs effectively despite facing certain mental pressures.

These findings indicate that mental health remains a key organizational concern, particularly in creating a more supportive and conducive work environment. Good organizational support can help employees manage work stress more healthily, thereby maintaining emotional stability and employee performance.

4. The Influence of the Generation Gap on Employee Performance at the Klaten Pratama Tax Office (H4)

Based on the results of SPSS data processing summarized in Table IV.9, the research results show that the generation gap variable has a t-value of 0.139 with a significance level of 0.890. This value is greater than 0.05 so H4 is rejected. Thus, the generation gap variable does not have a significant influence on employee

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performance. The results of this study are in line with previous research conducted by Hasyim et al. (2023) and Budiman et al. (2024) which stated that the generation gap does not affect employee performance.

This indicates that the generation gap in the workplace is not the primary factor determining employee performance. The results of this study relate to the identification of problems that explain that the generation gap in the Directorate General of Taxes often occurs due to the diverse age distribution of employees, ranging from senior to younger generations. This age difference can essentially give rise to differences in mindsets, communication styles, work methods, and the ability to adapt to technology and changes in work systems. However, the results of the study indicate that this condition does not have a significant impact on employee performance at the Klaten Pratama Tax Office. Most likely, employees from various generations have been able to adapt to the work environment and collaborate professionally. Furthermore, the existence of a clear work system and organizational rules can also help minimize the potential for conflict or intergenerational gaps in the implementation of work.

These findings indicate that although the generation gap is a dynamic within the workplace, employees are still able to carry out their duties and responsibilities effectively without any significant obstacles. Therefore, generational diversity within the Directorate General of Taxes is more a manifestation of employee characteristics than a factor directly influencing employee performance at the Klaten Pratama Tax Office.

CONCLUSION AND SUGGESTIONS

This study aims to analyze the influence of work-life balance, work-family conflict, mental health, and the generation gap on employee performance at Klaten's Tax Office (KPP Pratama). The results showed that all four variables simultaneously influenced employee performance. Partially, work-life balance was proven to have a positive and significant effect on performance, so that the better the balance between work and personal life, the more optimal employee performance. Meanwhile, work-family conflict and the generation gap did not have a significant effect on performance, indicating that employees were still able to maintain professionalism despite facing role conflict and generational differences. The mental health variable showed a marginal effect on performance, so it still needs attention even though it is not a dominant factor. The coefficient of determination (R^2) value of 0.274 indicates that the research model is able to explain 27.4% of the variation in employee performance, while the remaining 72.6% is influenced by other factors outside the study. Overall, work-life balance is the most influential factor on employee performance, while other variables have a more limited influence in the context of Klaten's Tax Office (KPP Pratama). Therefore, further research is needed to identify other factors that influence employee performance.

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