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THE EFFECT OF CREATIVITY, SELF-EFFICACY, AND WORKLOAD ON EMPLOYEE PERFORMANCE AT JAENS SPA UBUD, BALI

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ABSTRACT

Human resources are a key element in organizations and companies. Without them, an organization or industry cannot function optimally. The purpose of this study is to understand the influence of creativity, self-efficacy, and workload on employee performance at Jaenspa Ubud, Bali. The population of this study consisted of 62 employees at Jaens Spa Ubud, Bali. The sample included all 62 employees at Jaens Spa Ubud, Bali. A saturated sampling method was used to determine the sample. Data was collected using observation, interviews, documentation, and questionnaires. Multiple linear regression analysis was performed using SPSS version 25. The findings revealed that creativity had a positive and significant impact on employee performance at Jaens Spa Ubud, Bali, while self-efficacy also had a positive and significant impact on employee performance at Jaens Spa Ubud, Bali. On the other hand, workload has a negative impact on the work performance of employees at Jaens Spa Ubud, Bali. Future researchers are advised to consider other variables that may affect employee work performance beyond creativity, self-efficacy, and workload, such as compensation, career development, and other relevant variables.

Keywords: creativity**,** self-efficacy, workload, employee performance

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1. INTRODUCTION

Human resource management has a major impact on determining how well employees perform. Employee performance is the result of their efforts, which demonstrate their level of expertise in completing the roles and responsibilities assigned by the company. In short, work performance reflects how well those responsibilities are carried out (Prasetyo & Waskito, 2023). A group is considered effective if the work performance of its workforce successfully achieves the goals set by the industry. This is due to the competence, effort, and motivation provided by the industry. According to Fidyah & Setiawati (2020), performance can be understood as the tangible output demonstrated by each individual in line with the quality that has been set. Individual performance results are determined by the quality and quantity of work performed by each employee while at the company or other organization by complying with and carrying out the tasks assigned to them. Setyaningrum & Ekhsan, (2021). Another perspective states that employee performance reflects a very high increase in effectiveness, efficiency, or quality resulting from the completion of all tasks assigned to employees in a company or organization Kristiana et al., (2021). Employee performance can also be viewed as the result of work in the production process and activities that produce goods or services optimally in a company.

The ability to think creatively greatly influences the quality of employee performance. Creativity affects employee performance because it allows individuals to find new solutions and more effective approaches when completing their duties. Thus, employees can improve the quality of their work and adapt to the transformations taking place in the workplace. Creativity also encourages innovation in work processes, which has a positive impact on employee performance and productivity. Innovation in the workplace is clearly very important for companies because individuals with creative abilities will always come up with new ideas that can increase the company's profitability. Therefore, every employee needs to have creativity to improve the performance of their respective responsibilities. Syahrir et al. (2021) state that

creativity or creative thinking is the potential to recognize alternative ways of solving a problem, a type of perspective that, until now, has not received sufficient attention. Through employees who possess creativity and innovation, companies are able to generate brilliant ideas regarding superior products and services, according to Karina & Ardana (2020). According to Anwar et al. (2022), creativity is defined as an individual's ability to respond flexibly to new opportunities and new products. Something new often initiates a process that begins with each individual. Each person's ability refers to their level of creativity in generating new, valuable, and original ideas to achieve competitive excellence. Thus, a creative employee can achieve organizational goals (Naveed et al., 2023). A creative person plays an important role in supporting innovation in the workplace, which helps organizations respond to challenges and take advantage of new opportunities. Creativity enables a person to find more efficient and solution-oriented ways of completing their work. Therefore, employee creativity is recognized as a very important factor in developing a productive and competitive attitude for the company.

Another factor that can affect workforce performance is self-efficacy. The influence of self-confidence on employee performance is that a high level of confidence makes it easier to carry out tasks at work and be more confident in the results of their work. Self-efficacy plays a very crucial role in everyday life; individuals can optimally benefit from their capabilities if their self-efficacy supports them. Self-efficacy is the belief that each person has in their skills to complete their responsibilities. Self-efficacy includes an individual's understanding of the behavior to be performed. This element is related to the goal of achieving what is focused on, so that those involved can achieve the goal by maximizing the individual's ability to do something (Wicaksono & Ratnawati, 2022). According to Mochtar et al. (2020), a high level of self-efficacy in individuals has an impact on optimal performance in completing assigned tasks. This is because individuals with high self-efficacy have a high level of confidence in completing their tasks and are confident that they can overcome various obstacles.

Self-efficacy is emotional intelligence that functions well, namely believing in one's abilities that can motivate a person to achieve goals, or better known as self-efficacy. Based on Situmorang, (2023). Self-efficacy influences the way individuals feel, think, motivate themselves, and act. This indicates that high self-efficacy is associated with better work performance, independence, and proactivity, underscoring the important role of self-confidence in a professional context. Individuals with high self-efficacy tend to be more proactive in completing tasks, seeking creative solutions to existing problems, and are not afraid to take on responsibilities.

Another factor that can affect workforce performance is workload. Workload is a major factor that affects workforce performance. If it is too heavy, it can result in physical exhaustion, psychological stress, and even burnout, which can ultimately reduce concentration and productivity at work. The workforce, as a key aspect of a group's activities, must be able to fulfill the work responsibilities set by the company. Workload is the total amount of work activities in an organization or industry, such as the responsibilities or authorities assigned by the industry to employees, according to Rohman & Ichsan (2021). On the other hand, Purwatiningsih and Pamungkas (2022) argue that workload is related to the tasks assigned, which involves an assessment of the mental and physical demands of the role and the requirement to complete the tasks within a set time frame, which can have positive or negative consequences in the workplace. Furthermore, Dhruba Lal Pandey (2020) reveals that this is a work scale that must be applied to each position or group unit and is the output of the multiplication of workload and standard time. When a person's potential performance exceeds the required work performance, boredom can arise. However, on the other hand, when work skills decline, excessive fatigue can arise.

Jaens Spa is a company engaged in spa and wellness services in Ubud, Bali. Jaens Spa was founded by a Balinese couple interested in beauty and health, who use Balinese philosophy to achieve balance between mind, body, and soul. Jaens Spa aims to create a new wave in the wellness industry. Almost a decade ago, there were no similar massage services in Bali. Jaens Spa was first established in 2010. Jaens Spa has three branches located in the Ubud area of Bali. The first branch is located on Jl. Raya Pengosekan

Ubud, Ubud District, Gianyar Regency, Bali. The first branch has 24 employees. The second branch, Jaens Spa Shanti, was established in 2015 and is located at Banjar Kumbuh, Mas, Ubud District, Gianyar Regency, Bali.

The Jaen Spa Shanti branch has 20 employees. The third branch, Jaens Spa Triloka, was established in 2023 and is located on Jl. Raya Pengosekan Ubud, Ubud District, Gianyar Regency, Bali. The Jaens Spa Triloka branch has 18 employees. The current total number of employees is 62. Currently, Jaenspa is developing rapidly, as seen from the company's consistency in competing with other service companies in the same field in the Ubud area to attract consumers. Of course, this company must have employees who are ready to compete in order to develop their careers and achieve the company's goals. This is where creativity, self-efficacy, and work discipline at Jaens Spa Company, Ubud Bali, play an important role in employee performance to improve service.

The phenomenon related to employee performance at Jaens Spa Ubud, Bali, is based on the results of initial interviews conducted by the researcher with 10 employees. At Jaen Spa Ubud Bali, there is an imbalance in the quality, quantity, and working hours of Jaens Spa Ubud Bali employees. Although customer demand for spa services is increasing, the quality provided by some employees is inconsistent, resulting in customer dissatisfaction with the treatment results and a lack of attention to service quality. The quantity of work that must be completed often exceeds the daily work capacity, causing employees to feel exhausted and resulting in decreased work performance. In addition, suboptimal work time management, such as overly busy work schedules without breaks, also affects the performance of employees in providing maximum service.

The level of creativity among Jaenspa Ubud, Bali employees is still relatively low, which affects the quality of service provided to guests. This is evident in the lack of new ideas or thoughts among employees in dealing with problems at work, especially when facing situations such as closing time at the spa. This problem reflects weak fluency and originality in thinking because employees are not yet able to produce varied or original ideas in completing their tasks. In addition, employees also lack flexibility in thinking because they cannot adjust their service approach when dealing with different guest characteristics. Employees are also unable to find quick and effective solutions, resulting in frequent mistakes in the guest check-in process, especially when faced with conditions that require quick and innovative thinking. The inability to think fluently and generate many ideas has a direct impact on the quality of employee performance, as the service provided does not meet guest expectations and leads to complaints.

Jeans Spa employees experience low self-efficacy in carrying out their duties, especially when serving guests with diverse requests. Employees often feel unsure of their own ability to deliver the best results. This reflects a low level of confidence in their abilities and strength of belief in their capabilities, as employees easily give up and fear making mistakes when faced with difficult situations, even in contexts where they are capable of handling them. Employees appear uncertain when dealing with different types of guests or treatments. This problem directly affects service quality because employees do not perform their duties to the best of their ability. Low self-efficacy disrupts cooperation among employees, as individuals who lack confidence tend to withdraw and are reluctant to take initiative within the team. Jaen Spa employees feel that guests will complain due to the suboptimal results of their work. Employees become afraid of making mistakes, easily give up, and often avoid difficult tasks. The following is Google review data that researchers can display regarding guest complaints:

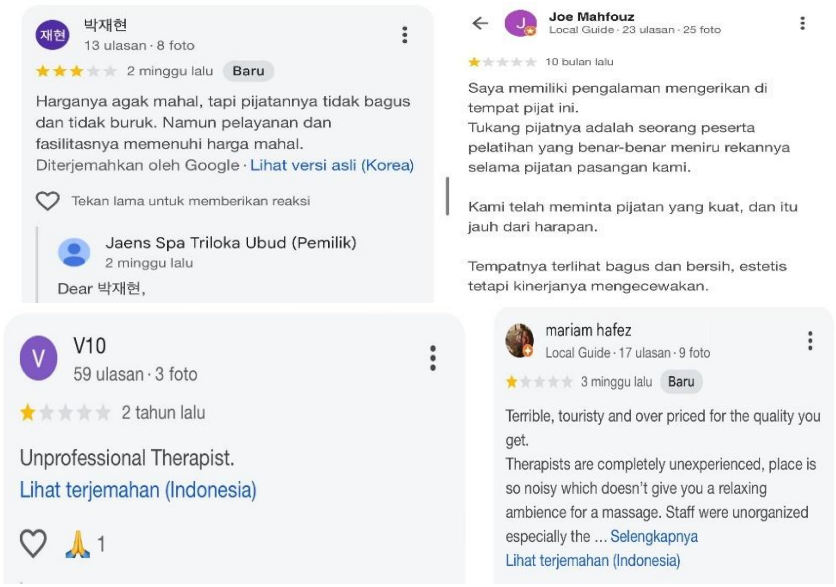


Figure 1. Google Reviews of Guest Complaints in 2024

Source: Google Reviews of Jaen Spa Ubud, Bali (2024)

Based on Figure 1, the results of guest reviews on Google Reviews for Jaen Spa Ubud, Bali show that some guests had an unpleasant experience during their treatment. Guests complained about the lack of professionalism of the therapists and the quality of service they received during their visit to Jaen Spa. This means that employees are lacking in their ability to handle guests or make them feel comfortable. Employees feel less confident about the results of their work, which leads to suboptimal service provided to guests. In terms of service, some employees have difficulty handling guest complaints due to a lack of confidence when talking to guests or a lack of skill in coming up with new ideas to solve existing problems. If the service provided does not meet guest expectations, this can have an impact on guest satisfaction, leading to complaints or even the decision not to return to use the company's services.

Jaens Spa Ubud, Bali employees indicated that there is a problem with employee workload. When the number of guests increases, employees are required to serve continuously without adequate rest time, including irregular meal times. This problem reflects pressure on the use of working time and less than ideal working conditions. Employees also face pressure to meet targets in terms of the number of guests they must serve, without considering the standards of work that require concentration and energy to maintain service quality.

An unbalanced workload can also result in a decline in service quality because exhausted workers tend to be unfocused and less than optimal when serving guests. A decline in service quality will certainly have an impact on guest satisfaction, which has the potential to decline if employees are unable to provide optimal service. This can interfere with employees' work because tired employees are prone to making mistakes that can trigger customer complaints and reduce the operational efficiency of the spa. The following data that researchers can present regarding workforce performance in the 2024 period can be seen in Table 1, namely:

Table 1. Customer Visit Targets and Actuals at Jaens Spa Ubud, Bali

Month	Target	Actual	Percentage of Achievement
January	4433	3581	81
February	5005	3490	70%
March	4719	2999	64%
April	4719	3404	72%

May	4719	3725	80%
June	4576	3773	82%
July	4576	3507	77%
August	4612	4160	90%
September	4835	4472	92%
October	4862	4034	83%
November	4997	3824	77%
December	5386	3585	67%
Average	57,439	44,580	78%

Source: Jaen Spa Ubud, Bali (2024)

Based on Table 1., it can be seen that the performance target level for Jaen Spa Ubud, Bali shows dynamics in the achievement of employee work targets each month. During the period from January to December, it can be seen that the number of guest visits did not fully meet the targets set by the company. In January, the target was 4,433 visits, but only 3,581 were achieved, or about 81%. The lowest achievement was in March with a percentage of 64%, while October recorded the highest achievement of 92%. Overall, there were only 44,580 visits in 2024, resulting in an average achievement rate of 78% throughout the year. This shows that employee performance fluctuated each month, which could be caused by various factors such as the unpredictable visiting season each month and the quality of service provided by Jaens Spa Ubud, Bali.

Based on previous research and the phenomena observed, the researcher is interested in conducting a study titled "The Influence of Creativity, Self-Efficacy, and Workload on Employee Performance at Jaenspa Ubud, Bali."

2. LITERATURE AND HYPOTHESIS

Creativity

Creativity is an important asset in the creative economy sector, while innovation plays an essential role in building competitive advantage (Adillah, 2024). According to Murdiana, et al (2020), "Creative individuals have thinking capacity, sensitivity, and appreciation that exceed those of intelligent people." Creativity can also be interpreted as the modification of old concepts with new concepts, so that the concepts become a combination. In this case, the creative attitude referred to is developing existing concepts because they are not being maximized, so they are modified with new concepts in the hope that they will be more effective in their application. The indicators of creativity according to Jumanto and Adi (2022) are fluency in thinking, flexibility in thinking, originality in thinking, and elaboration in thinking.

Self-efficacy

According to Deant et al. (2021), they revealed that individuals with high self-confidence can complete tasks on time. They are able to face challenges and achieve set targets. Meanwhile, individuals with low self-confidence can more easily become discouraged and resigned, so that their focus often exceeds the specified time. Self-confidence has a significant impact on daily life; individuals can maximize their potential with this support.

Self-efficacy is the belief in one's potential when performing a certain role. This includes an individual's understanding of their behavior. This behavior is related to the goals they want to achieve, so they can complete their focus by optimizing their abilities when doing something (Wicaksono & Ratnawati, 2022). According to Wray et al. (2022), there are several indicators of self-efficacy, namely level, strength, and generality.

Workload

According to Purwatiningsih and Pamungkas (2022), the view of workload is closely related to aspects related to work. The assessment of roles and responsibilities, which require mental and physical abilities

and must be completed within a specified time, will certainly have both positive and negative effects on the work. According to Dhruba Lal Pandey (2020), this is interpreted as work that must be borne by positions in industry or organizational units and is obtained from the volume of work multiplied by the time norm. Sulastri & Onsardi (2020) outline four indicators in this area, namely the objectives, work structure, work time management, and work standards.

Employee Performance

Employee performance is the result or product that each person produces while working based on the rules and references set by each industry. Utami et al. (2024) describe the actual behavior shown by each person in terms of work output, which is obtained as labor in line with the requirements of the organizational domain. The output achieved by workers when carrying out a task can be assessed in terms of their work performance level, so that their work performance can be measured through the achievement of targets within a period of time determined by the organization (Widyaningrum & Widiana, 2020). According to Dwijayanti (2021), employee performance indicators include quality, quantity, time (duration), collaboration among employees, cost efficiency, and supervision.

Hypothesis

The Influence of Creativity on Employee Performance

Employee performance refers to the outcomes achieved by employees in carrying out their duties according to organizational standards of quantity, quality, timeliness, and responsibility (Utami et al., 2024). Creativity is considered an important factor because it enables employees to generate new ideas, solve work problems, and improve work processes more effectively. Employees with higher creativity tend to show initiative, adaptability, and innovation in completing assigned tasks. Nasir et al. (2022) found that creativity has a positive and significant effect on employee performance. Therefore, the hypothesis is formulated as follows:

H1: Creativity has a positive and significant effect on employee performance.

The influence of self-efficacy on employee performance

Self-efficacy refers to an individual's belief in their ability to organize efforts, overcome challenges, and achieve predetermined work goals. Employees with strong self-efficacy tend to be more confident, persistent, and focused in using their competencies to complete tasks effectively (Wicaksono & Ratnawati, 2022). In the workplace, self-efficacy encourages employees to take initiative, solve problems, adapt to job demands, and maintain performance even under pressure. Research conducted by Naution and Saragih (2023) found that self-efficacy has a positive and significant effect on employee performance. Therefore, the hypothesis is formulated as follows:

H2: Self-efficacy has a significant positive impact on employee performance.

The Effect of Workload on Employee Performance

Workload refers to the total number of tasks, responsibilities, and work demands assigned to employees that must be completed within a specific period (Rohman & Ichsan, 2021). An appropriate workload can encourage productivity; however, excessive workload may create pressure, fatigue, stress, and reduced concentration, which can weaken employees' ability to complete tasks effectively. When employees face duties that exceed their capacity, the quality, accuracy, and timeliness of their work may decline. Yustikasari and Santoso (2024) found that workload has a negative and significant effect on employee performance in daily organizational work settings. Therefore, the hypothesis is formulated as follows:

H3: Workload has a negative and significant impact on worker performance

3. RESEARCH METHOD

This study was conducted at Jaens Spa Ubud, Bali, which has three branches located in the Ubud area of Bali. The first branch is located on Jl. Raya Pengosekan Ubud, Ubud District, Gianyar Regency, Bali. The first branch has 24 employees. The second branch is Jaens Spa Shanti, which was established in 2015 and is located at Banjar Kumbuh, Mas, Ubud District, Gianyar Regency, Bali. Jaens Spa Shanti has 20

employees. The third branch is Jaens Spa Triloka, which was established in 2023 and is located on Jl. Raya Pengosekan Ubud, Ubud District, Gianyar Regency, Bali. The Jaens Spa Triloka branch has 18 employees. With a total of 62 employees currently. The object of this study is the entire workforce of Jaens Spa Ubud, Bali, with a total of 62 employees. Considering that the entire population in this study is 62 people, they were used as respondents. Data collection for this study used the following stages: observation, interviews, documentation, and questionnaires. On the other hand, data analysis used the Research Instrument Test, Descriptive Statistics Test, Classical Assumption Test, Multiple Linear Regression Analysis, Multiple Linear Regression Analysis, Coefficient of Determination Test (adjusted R2), F Test, and Hypothesis Test (t Test).

4. RESULTS AND DISCUSSION

Research Instrument Test

a. Validity Test

Table 2. Validity Test Results

No	Variable	Item Question	Validity		
			Coefficient Correlation	Significance	Description
1	Creativity (X1)	X1.1	0.897	0.000	Valid
		X1.2	0.790	0.000	Valid
		X1.3	0.859	0.000	Valid
		X1.4	0.767	0.000	Valid
2	Self-Efficacy (X2)	X2.1	0.867	0.000	Valid
		X2.2	0.847	0.000	Valid
		X2.3	0.861	0.000	Valid
3	Workload (X3)	X3.1	0.751	0.000	Valid
		X3.2	0.869	0.000	Valid
		X3.3	0.824	0.000	Valid
		X3.4	0.772	0.000	Valid
4	Employee Performance (Y)	Y1.1	0.797	0.000	Valid
		Y1.2	0.734	0.000	Valid
		Y1.3	0.812	0.000	Valid
		Y1.4	0.820	0.000	Valid
		Y1.5	0.655	0.000	Valid
		Y1.6	0.839	0.000	Valid

Source: Processed data, 2025

Table 2 shows that the correlation coefficient values of the tested variable indicators exceed 0.30 and the significance is less than 0.05. The results show that all indicators in this study are valid.

b. Reliability Test

Table 3. Reliability Test Results

No	Variable	Cronbach Alpha	Description
1.	Creativity (X1)	0.842	Reliable
2.	Self-Efficacy (X2)	0.818	Reliable
3.	Workload (X3)	0.818	Reliable
4.	Employee Performance (Y)	0.869	Reliable

Source: Processed data, 2025

Table 3 shows that each Cronbach's Alpha value in each instrument exceeds 0.60 (Cronbach's Alpha >0.60). This indicates that the entire instrument is reliable.

Classical Assumption Test

a. Normality Test

Table 4. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		62
Normal Parameters [a,b]	Mean	0.00000
	Standard Deviation	2.11356014
Most Extreme Differences	Absolute	0.097
	Positive	0.097
	Negative	-0.060
Test Statistic		0.097
Asymp. Sig. (2-tailed)		0.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Source: Processed data, 2025

From Table 4, it is known that if the Asymp, Sig. (2-tailed) value is 0.200, then it exceeds 0.05, which means that the data is normally distributed, so it can be broadly concluded that the model is in accordance with the assumption of normality.

b. Multicollinearity Test

Table 5. Multicollinearity Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	9.123	2.446		3,730	0.000		
	Creativity	0.570	0.135	0.389	4.231	0.000	0.672	1.488
	Self-Efficacy	0.795	0.156	0.464	5.092	0.000	0.681	1.468
	Workload	-0.198	0.085	-0.183	-2.345	0.022	0.934	1.071

a. Dependent Variable: Employee Performance

Source: Processed data, 2025

From Table 5 above, it can be seen that all independent variables have a tolerance value >0.10, similar to the results of calculating the VIF value, where the number of variables has a VIF value < 10. This means that the regression model does not show any signs of multicollinearity.

c. Heteroscedasticity Test

Table 6. Heteroskedasticity Test Results

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	3.953	2.050		1,928	0.064
	Creativity	-0.176	0.106	-0.303	-1.658	0.108
	Self-Efficacy	-0.077	0.106	-0.132	-0.726	0.474
	Workload	-0.048	0.067	-0.126	-0.714	0.481

a. Dependent Variable: LN_RES

Source: Processed data, 2025

Table 6 shows that each model has a significance value exceeding 0.05. This means that in this regression model, there is no variance from one observation to another or no heteroscedasticity.

Data Analysis Results

Table 7. Summary of Multiple Linear Regression Analysis Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.123	2.446		3,730	0.000
	Creativity	0.570	0.135	0.389	4.231	0.000
	Self-Efficacy	0.795	0.156	0.464	5.092	0.000
	Workload	-0.198	0.085	-0.183	-2.345	0.022
R						0.819
R-Squared						0.671
Adjusted R-Square						0.654
F Statistic						2.168
F Significance						0.000

Source: Processed data, 2025

From Table 7, the multiple linear regression equation is obtained as follows:

$$\mathbf{Y = a + b_1x_1 + b_2x_2 + b_3x_3}$$

$$\mathbf{Y = 9.123 + 0.570X1 + 0.795X2 - 0.198X3}$$

Through that equation, it means that:

The value of b1 = +0.570 indicates that if creativity (X_1) increases, employee performance (Y) will also increase.

Value of b2 = +0.795 indicates that if self-efficacy (X_2) increases, employee performance (Y) will also increase.

The value of b3 = -0.198 indicates that when workload (X_3) increases, employee performance (Y) will decrease.

Coefficient of Determination

This analysis aims to examine the variation or difference in workforce performance (Y) that can be explained by creativity, self-efficacy, and workload, while simultaneously stating that based on Sugiyono's (2020) percentage, the results of the determination coefficient test can be viewed through:

Table 8. Determination Coefficient Test Results

Model Summary[b]

Model	R	R Square	Adjusted R-Square	Standard Error of the Estimate
1	0.819[a]	0.671	0.654	2.168

a. Predictors: (Constant), Workload, Self-Efficacy, Creativity

b. Dependent Variable: Employee Performance

Source: Processed data, 2025

Based on Table 8, the Adjusted R Square value is:
D = R^2 × 100%
D = 0.654 x 100%
D = 65.4%

From the value of 65.4%, the type of employee performance (Y) can be explained by the three types of independent variables: creativity, self-efficacy, and workload. On the other hand, the remainder (100% - 65.4% = 34.6%) is interpreted by other variables that are not examined in this study.

F Test

The F test is used to understand the study model through a null hypothesis test to determine whether the empirical data is consistent with the model (if there is no discrepancy between the model and the data, then the model can be said to be a good fit). Table 7 shows the results of the F test, indicating that the Fcount value of 39.501 with a significance value of 0.000 is less than 0.05, which means that this model is suitable for use. This result implies that all independent variables can estimate or explain the phenomenon of work performance at Jaens Spa Ubud. Therefore, the model used to analyze in depth or can be said to have a simultaneous effect through the variables of creativity, self-efficacy, and workload on the work performance of employees at Jaens Spa Ubud.

T-test

The results of the influence of creativity, self-efficacy, and workload on the work performance of employees at Jaens Spa Ubud are reviewed in Table 7, with the following details:

1) The t-test results indicate that creativity affects the work performance of employees at Jaens Spa Ubud, with a t-value of 4.231 for the creativity variable and a t-test significance value of 0.000, which is not less than α (significance level) = 0.05. Therefore, it can be concluded that communication has a positive and significant effect on the work performance of employees at Jaens Spa Ubud, so the first hypothesis (H1) is accepted.
2) The results of the t-test on the effect of self-efficacy on the work performance of employees at Jaens Spa Ubud describe the t-value for the self-efficacy variable as 5.092 and the significant value in the t-test as 0.000, which is less than α (significance level) = 0.05. so that, in general, the conclusion obtained is that if self-efficacy has a positive and significant impact on the work performance of employees at Jaens Spa Ubud, then the second hypothesis (H2) is accepted.
3) The t-test results for the effect of workload on employee performance at Jaens Spa Ubud obtained a t-value$_{calculated}$ for the workload variable of – 2.345 and a significant t-test value of 0.022, which is less than α (significance level) = 0.05. Therefore, the general conclusion is that the work environment has a negative and significant effect on employee performance at Jaens Spa Ubud, and thus the third hypothesis (H3) is accepted.

Discussion

The Influence of Creativity on Employee Performance

The results of the analysis indicate that creativity has a significant positive impact on the work performance of employees at Jaens Spa Ubud. This shows that as creativity increases, so does the work performance of employees at Jaens Spa Ubud, Bali. Creativity is the ability to create, design, and develop something new, either by modifying old concepts or strategies with new ones, with the aim of creating a more effective and efficient concept or strategy to be implemented. Syahrir et al. (2021) state that if this is a potential to be able to review several indications of solving a problem, then this area is a perspective that has not been given much attention until now. Jaens Spa Ubud, Bali employees possess a level of creativity to overcome problems related to guest complaints, expressing new thoughts or ideas in handling various guest characteristics. The research results are in line with studies by Apriyani & Siagian

(2023), Indrajita, et al. (2021), Sadewa & Yulianti (2024), and Adhika, et al. (2022), which state that creativity has a positive impact on work performance.

The Influence of Self-Efficacy on Employee Performance

The analysis results interpret that self-efficacy has a positive and significant impact on the work performance of employees at Jaens Spa Ubud. This means that as employee self-efficacy increases, work performance will also increase. Self-efficacy is a person's belief in their ability to solve a problem. It also means an individual's confidence in their ability to feel, think, and motivate themselves. According to Mochtar et al. (2020), a high level of self-efficacy in each person has an impact on the work performance of employees in terms of meeting the requirements set. This is because individuals with high self-efficacy have high self-confidence when completing their tasks and believe they can overcome any obstacles. The employees of Jaens Spa Ubud, Bali, have a high level of self-confidence (self-efficacy) in carrying out their duties, especially when serving guests with various requests. Employees often feel unsure of their own ability to deliver the best results. This reflects the level of ability they believe they can achieve, as well as their confidence in their abilities, because employees easily give up and are afraid of making mistakes when faced with difficult situations, even in contexts where they are capable of handling them. Employees appear uncertain when dealing with different types of guests or treatments. This problem directly affects service quality because employees do not perform their duties optimally. Low self-efficacy disrupts cooperation among employees, as individuals who lack confidence tend to withdraw and are reluctant to take initiative in a team. Jaen spa employees feel that guests will complain because the results are not optimal. Employees become afraid of making mistakes, give up easily, and often avoid difficult tasks. This is in line with previous studies by Yuniarti & Muhtamar (2023), Puspitawati, et al. (2023), Kabakoran, et al. (2023), and Lestari et.al. (2024), and Liman & Yoyo (2025), which show that self-efficacy has a positive effect on employee performance.

The Effect of Workload on Employee Performance

The analysis results indicate that workload has a negative and significant impact on the work performance of employees at Jaens Spa Ubud. This means that the higher the workload experienced by employees, the lower their work performance. In this case, it refers to the overall obligations or responsibilities that must be completed by each person within a specific period of time, both physically and psychologically. Workload also includes complexity, available time, individual capabilities, and expectations from superiors or the work system. Excessive workload is usually characterized by frequent overtime, employees not having enough rest time, increased stress, a decline in employee work quality, conflicts between employees or pressure between employees, and decreased employee work motivation. Employees at Jaens Spa Ubud, Bali, show signs of workload problems. When the number of guests increases, employees are required to serve continuously without adequate rest time, including irregular meal times. This problem reflects pressure on the use of working time and less than ideal working conditions. Employees also face pressure to meet targets in terms of the number of guests to be served, without considering the standards of work that require concentration and energy to maintain service quality. An unbalanced workload can also result in a decline in service quality because exhausted workers tend to be unfocused and less than optimal when serving guests. A decline in service quality will certainly have an impact on guest satisfaction, which has the potential to decline if employees are unable to provide optimal service. This can interfere with employees' work because tired employees are prone to making mistakes that can trigger customer complaints and reduce the operational efficiency of the spa.
The results of this study are in line with previous studies by Indrayana and Putra (2024), Eni & Puspitawati (2022), and Uma & Swasti (2024), which state that workload has a negative impact on employee performance.

5. CONCLUSION AND LIMITATIONS

Based on the results of the analysis, it can be concluded that creativity and self-efficacy have positive and significant effects on employee performance at Jaens Spa Ubud. This means that employees who are able to generate new ideas, solve problems creatively, and believe in their own abilities tend to show better

performance in completing their duties. In contrast, workload has a negative and significant effect on employee performance, indicating that excessive work demands may reduce concentration, accuracy, timeliness, and overall work quality. Therefore, maintaining a balanced workload is essential to support optimal employee performance.

The coefficient of determination shows that creativity, self-efficacy, and workload explain 65.4% of the variation in employee performance. Meanwhile, the remaining 34.6% is influenced by other factors outside this research model. This indicates that the variables examined in this study have a substantial contribution, but they do not fully represent all determinants of employee performance at Jaens Spa Ubud, Bali. Other factors such as work motivation, leadership style, organizational commitment, work environment, compensation, training, work-life balance, and knowledge sharing may also influence employee performance.

This study is limited to employees at Jaens Spa Ubud, Bali; therefore, the findings cannot be broadly generalized to other spa businesses or hospitality organizations with different characteristics. Future researchers are encouraged to expand the research object, increase the number of respondents, and add other relevant variables. By doing so, future studies are expected to provide more comprehensive findings and stronger generalization regarding the factors influencing employee performance in similar service based contexts in Indonesia.

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