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ASSESSING THE INFLUENCE OF WORK-LIFE BALANCE, WORK STRESS, AND WORKLOAD ON EMPLOYEE PERFORMANCE: EVIDENCE FROM CHAMPLUNG MAS HOTEL RESORT & SPA LEGIAN KUTA BALI

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ABSTRACT

Employee performance is the work achieved by an individual or group of individuals in a company in accordance with their respective authority and responsibilities, organizational objectives, without violating the law and without conflicting with morals and ethics. This study aims to determine the effect of work-life balance, work stress, and workload on employee performance at the Champlung Mas Resort & Spa Legian Kuta Bali Hotel. This study uses data analysis methods, namely multiple linear regression analysis and hypothetical testing, namely T-test analysis. The results show that work-life balance has a positive and significant effect on employee performance at Champlung Mas Resort & Spa Legian Kuta Bali. Work stress has a negative effect on employee performance at Champlung Mas Resort & Spa Legian Kuta Bali. Workload has a negative effect on employee performance at Champlung Mas Resort & Spa Legian Kuta Bali.

Keywords: work-life balance, work stress, workload, employee performance

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1. INTRODUCTION

Human resources represent a pivotal element in the success of an organization or company. In the context of globalization, human resource issues have emerged as a critical focal point for companies seeking to ensure their survival and competitive advantage in the global marketplace. (Hidayat & Cavorina, 2017). Human resources invariably assume a pivotal role in organizational and business activities, given their capacity to plan, execute, and influence the realization of organizational and business objectives. (Purnamasari & Abdillah, 2017). As demonstrated in the aforementioned description, it can be concluded that human resources represent a pivotal factor that is inextricably linked to the existence and functioning of an organization or company. Human resources play a pivotal role in determining the trajectory of a company in achieving its objectives. It is evident that an organization requires human resources to fulfill the role of system managers. The functionality of this system is contingent upon the effective integration of human resource management, which is instrumental in attaining the organizational goals of efficiency and effectiveness (Benny A.S., 2016).

Human Resource Management (HRM) is the policy and practice of determining human aspects or human resources in management positions, including the recruitment, screening, rewarding, and evaluation of personnel. Sedarmayanti (2017) posits that Human Resource Management constitutes a component of organizational management, with a focus on human resources. The primary responsibility of human resources management (HRM) is to effectively oversee and develop the workforce, ensuring that employees possess the necessary training and skills to perform their duties adequately. As Mangkunegara (2017) asserts, the term "performance" originates from the concepts of "job performance," which refers to an individual's actual achievements in their role. As posited by Bintoro & Daryanto (2017:15), performance is defined as the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. Desseler (2016) posits that performance, in its broadest sense, is a manifestation of the work done by employees. It is

generally used as a basis or reference for assessing employees within an organization. Afandi (2018) offers a comprehensive definition of performance, conceptualizing it as the aggregate of results that an individual or group of people within a company can attain within the scope of their designated authorities and responsibilities. These outcomes are achieved with the primary objective of aligning with organizational objectives, adhering to legal frameworks, and upholding ethical and moral standards. Mangkuprawira & Hubeis (2017:122) define an employee's performance as "good" when the employee exhibits high work motivation, completes assigned tasks in a timely manner, consistently contributes to the team, and displays a positive attitude and behavior that aligns with the work standards established by the organization and the prevailing environmental values.

According to Sandy (2017:12), the indicators of employee performance are work quality, defined as the extent to which an employee fulfills the responsibilities of their position. With regard to the quality of work, it is essential that each employee within a company or organization fulfills specific criteria to ensure the production of work that meets the standards demanded by a particular position. Conversely, the term "quantity" pertains to the outcomes of work activities that are intended to align with predetermined objectives or benchmarks in terms of the delivery of goods or services, the duration of operations, and the associated expenditures.

One hotel that endeavors to gain a competitive advantage in the tourism industry of Bali is the Champlung Mas Resort & Spa Legian Hotel, which is part of a hotel chain in Bali. This hotel is a popular choice among both domestic and international guests visiting Bali, owing to its advantageous location in the heart of Legian, in close proximity to both the airport and prominent shopping centers.

Preliminary interviews and observations at the Champlung Mas Resort & Spa Legian Hotel, conducted under the supervision of the Resident Manager, have revealed a phenomenon pertaining to employee performance. Specifically, the data suggest that there is an area of opportunity with regard to the optimal allocation of work among employees. The term "hotel occupancy" refers to the percentage of hotel rooms that are occupied by guests during a specific period of time. This concept can be further elaborated upon by referring to the GuestPro ID article, which provides a comprehensive overview of various types of hotel rooms and the accompanying facilities. This is a significant metric for evaluating hotel operational efficiency. It has been demonstrated that as the occupancy rate of a hotel increases, the hotel's performance in filling its rooms improves.

The measurement of hotel occupancy rates is typically conducted on a daily, weekly, monthly, or annual basis. The number of rooms sold and rooms available at the Champlung Mas Resort & Spa Legian Hotel has fallen short of the company's expectations. The Champlung Mas Resort & Spa Legian Hotel offers a total of 161 guest rooms, including the following categories: Executive Suites, Junior Suites with balconies, Grand Deluxe rooms, and Deluxe rooms. As illustrated in Table 1.1, the occupancy rate for the period between July and December of 2023 is indicated. The room occupancy rate at the Champlung Mas Resort & Spa Legian Hotel in Kuta, Bali, exhibited fluctuations during the period from July to December of 2023. The period from July to December was characterized by a steady increase in room occupancy, with a peak of 89.44% recorded in December across all room types. In January, the occupancy rate at the Champlung Mas Resort & Spa Legian Kuta Bali was 65.22%, indicating that of all the available rooms, only 65.22% were occupied.

Table 1. Percentage Occupancy Rate

No	Month	Room Type	Room Available	Rooms Sold	% Achievement
1	July	Executive Suite	111	75	67.56
		Junior Suite	15	10	66.67
		Grand Deluxe	15	12	80.0

		Deluxe	20	8	40.0
Total			161	105	65.22
		Executive Suite	111	82	73.87
2	August	Junior Suite	15	8	53.33
		Grand Deluxe	15	11	73.33
		Deluxe	20	14	70.00
Total			161	115	71.42
		Executive Suite	111	80	72.07
3	September	Junior Suite	15	15	100.00
		Grand Deluxe	15	11	73.33
		Deluxe	20	15	75.00
Total			161	121	75.15
	October	Executive Suite	111	90	81.08
4		Junior Suite	15	15	100.00
		Grand Deluxe	15	10	66.66
		Deluxe	20	12	60.00
Total			161	127	78.88
		Executive Suite	111	80	72.07
5	November	Junior Suite	15	15	100.00
		Grand Deluxe	15	11	73.33
		Deluxe	20	15	75.00
Total			161	121	75.15
		Executive Suite	111	106	97.29
6	December	Junior Suite	15	15	100.00
		Grand Deluxe	15	10	66.66
		Deluxe	20	13	65.00
Total			161	144	89.44

Source: Champlung Mas Resort & Spa Legian Kuta Bali (2023)

Similarly, researchers at Hotel Mas Champlung Resort & Spa Legian Kuta Bali found that employee absenteeism rates remain high, a situation where employees do not come to work on time according to their schedule. The established employee absenteeism will have an impact on declining employee performance, such as employees who do not come to work without any explanation. This can result in a decline in employee performance. The employee attendance data at Hotel Champlung Mas Resort & Spa Legian Kuta Bali in 2023 is presented in Table 2.

Table 2. Employee Absenteeism Percentage

Month	Employees	Working Days (Days)	Working Days Worked (Days)	Working Days Lost	Actual Working Days (Days)	Percentage Absence (%)
1	2	3	(4)=(2x3)	5	(6) = 4 - 5	(7)=(5/4x100%)
January	42	19	798	766	766	766
February	42	19	798	774	774	774
March	42	21	882	850	850	850
April	42	21	882	848	848	848
May	42	18	756	736	736	736
June	42	22	924	890	890	890
July	42	17	714	691	691	691
August	42	20	840	808	808	808

September	42	21	882	854	854	854
October	42	22	924	892	892	892
November	42	21	882	851	851	851
December	42	21	882	855	855	855
Total		2	10,164	3,492	9815	9815
Average		20.16	8,417	29	8,121	4.01

Source: Champlung Mas Resort & Spa Legian Kuta Bali

As illustrated in Table 2, the rate of absenteeism among employees at the Champlung Mas Resort & Spa Legian Kuta Bali Hotel in 2023 exhibited monthly fluctuations, with an average rate of 4.01%. Absenteeism rates have been identified as a contributing factor to employee performance. Mudiartha (2012) posits that an absenteeism rate of less than 3.00% is reasonable, while rates between 3.00% and 10.00% are considered high. On average, 4.01% of employees are absent from work each day, which is considered to be a relatively high rate. This finding suggests that the observed rate of absenteeism among employees is not aligned with the desired levels of productivity and performance (Mudiartha, 2012).

In addition to elevated rates of employee absenteeism, a salient issue is the dearth of creativity and cooperation among employees in developing novel concepts to entice consumers (guests) to return and purchase rooms or extend their stay, thereby impacting the revenue generated. The researcher's observations at the Champlung Mas Resort & Spa Legian Kuta Bali revealed a lack of cooperation among colleagues when consumers lodged complaints, such as delays in check-in that often did not align with the company's designated schedule.

In order to maintain quality and employee satisfaction in the workplace, it is essential to implement a work-life balance strategy, as it is a crucial aspect for employees to achieve a balanced quality of life between their personal and professional domains (Hidayah, 2021). An imbalance in one's life is believed to have a detrimental effect on the equilibrium between professional obligations and personal time, resulting in a dearth of leisure time for employees. Consequently, elevated levels of stress and deteriorating health among employees will precipitate a decline in the quality and performance of their work (Hidayah, 2021). Work-life balance is defined as the state of having equal participation and satisfaction in one's professional and personal life, with minimal debate, through the adept management of various obligations and the establishment of priorities (Handayani, 2015). Organizations and companies must acknowledge the significance of implementing work-life balance, as evidenced by research conducted by Fazrina (2018). This research indicates that the implementation of work-life balance will prove advantageous for both companies and their employees, with one notable benefit being the enhancement of employee performance within the workplace.

The issue of work-life balance at the Champlung Mas Resort & Spa Legian Kuta Bali Hotel is associated with the characteristics of the work, including the work patterns at the aforementioned hotel. These work patterns are not in accordance with the physical condition of the employees, their workload, and the amount of time spent working. This phenomenon has the potential to incite interpersonal conflicts, both within professional settings and in one's personal life.

A study by Sadir (2022), Brilliantia, Swasti (2023), Arfandi (2023), and Mardiana, et al. (2023) yielded positive and significant results regarding the influence of work-life balance on employee performance. Consequently, when companies prioritize work-life balance, they can enhance employee performance. Nevertheless, this is not in accordance with the findings of the research conducted by Wonua (2023) and Permadi et al. (2023). That study determined that work-life balance exerts a negative and insignificant effect on employee performance. This suggests that the efficacy of a company's implementation of work-life balance measures does not guarantee an enhancement in employee performance.

The impact of occupational stressors on employee performance within the workplace has been a subject of considerable interest. Mangkunegara (2017) delineates work stress as a form of pressure or tension experienced when the demands faced exceed one's capabilities. As Hasibuan (2016) explains, work stress is defined as a state of tension that can affect an individual's emotions, thought processes, and overall condition. As Budiyono (2016:3534) asserts, stress that is not effectively managed often leads to an individual's inability to interact positively with their environment, both within and outside the organizational context.

The issue of work stress at Champlung Mas Resort & Spa Legian, Kuta, Bali, stems from the elevated demands of the occupation, which impose a substantial strain on employees. A significant number of employees have expressed discontent regarding their professional responsibilities, citing a discrepancy between their perceived roles and the actual tasks they are assigned. Moreover, the elevated levels of work pressure exerted by company leaders on employees, in conjunction with the escalating workload, result in an augmentation of weekly working hours due to overtime.

Research on the relationship between work stress and employee performance refers to studies conducted by Amaliah et al. (2023), Kurniawan & Rizki (2022), Ferils (2022), and Afda et al. (2023), which found that work stress has a negative effect on employee performance. Consequently, a decline in employee work stress is associated with enhanced employee performance. Nevertheless, this finding is not in line with the results of the study conducted by Widayati (2023). The aforementioned study determined that work stress has a positive and significant effect on employee job satisfaction. Consequently, an escalation in occupational stress is predicted to be accompanied by a concomitant enhancement in employee performance.

Workload factors have been demonstrated to exert an influence on employee performance. Workload can be defined as the set or number of activities that must be completed by an organizational unit or position holder within a specified time period. The allocation of tasks and responsibilities to employees has been identified as a key factor contributing to suboptimal outcomes, primarily due to the limited time available for the completion of numerous tasks (Rolos, 2018). Workload is a metric employed to evaluate sentiments regarding an individual's perception of an overabundant workload, the extent of work-related stress, and professional performance. Workload, understood as the volume of work a person is assigned, has been identified as a contributing factor to performance deterioration, particularly in contexts characterized by elevated work pressures and substantial workloads (Moekijat, 2012).

The public's demands for public services are increasing, yet the expected level of professionalism has not been fully realized. This condition is a salient issue related to workload, with one of the primary causes being the misalignment between the distribution of employees in a work unit and the organization's actual needs. Specifically, the distribution of employees is not based on the existing workload (Nur, 2016). A matter of pressing concern is the need to organize and improve the onboarding process for new employees. This process must align with the organization's vision, mission, goals, and objectives, and the workload must be commensurate with the employees' primary functions and duties. An indication of this phenomenon can be observed in the accumulation of employees in one work unit and the paucity of employees in another work unit, which serves as a paradigmatic exemplar of this predicament (Suraedah, 2017).

The phenomenon related to workload at Champlung Mas Resort & Spa Legian, Kuta, Bali is reflected in the job condition indicator. Employees often make their own decisions quickly when completing their work, as well as dealing with unexpected events such as performing extra work outside of their scheduled hours. Should management neglect to address this issue, it will result in a decline in employee performance at the Champlung Mas Resort & Spa Legian Kuta Bali Hotel.

Ohorela's research from 2021 is cited here. The Effect of Workload on Employee Performance at PT. Bank Rakyat Indonesia Jayapura Branch. The findings of this study suggest that workload exerts a positive yet statistically insignificant influence on the performance of employees at PT. Bank Rakyat Indonesia Jayapura Branch. This suggests that when employees are assigned a reduced workload, their performance tends to improve. A similar line of research has been pursued in the past by Aisah (2023), Sari et al. (2022), and Widianti & Herlina (2023). The findings of this study demonstrate that workload exerts a positive yet inconsequential influence on employee performance. This finding stands in contrast to the results of research conducted by Sari & Luturlean (2022). The present study demonstrates that there is a positive and significant effect of workload and work discipline on employee performance, both in a partial way and in a simultaneous way.

The present study will be based on a comprehensive review of the extant literature on work-life balance, work stress, and workload. In addition, the study will draw upon the findings of research conducted to date on these phenomena. The objective of the study is to examine the impact of work-life balance, work stress, and workload on employee performance at Champlung Mas Resort & Spa Legian Kuta Bali..

2. LITERATURE AND HYPOTHESIS

Goal Setting Theory

Goal setting theory is part of motivation theory proposed by Edwin Locke in 1978. Goal setting theory is based on evidence that assumes that goals (ideas about desired future states) play an important role in action. Goal setting theory is an individual model that desires to have goals, choose goals, and be motivated to achieve goals (Birnberg in Mahennoko, 2016).

Employee Performance

Employee performance is an action or activity displayed by an individual in carrying out certain activities that are part of their duties (Darodjat, 2017:105). Performance is an individual's achievement or accomplishment in relation to the tasks assigned to them (Marwansyah, 2016:229).

Work-life balance

Work-life balance is a key aspect that a company needs to consider when making decisions. This is intended to maintain employee productivity and ensure employee satisfaction. Work-life balance is defined as an individual's ability to fulfill their work commitments while also fulfilling their family commitments and other non-work responsibilities (Megaster, et al., 2021).

Work Stress

Work stress is a feeling of pressure experienced by employees in facing their work. This work stress can be seen from symptoms, including unstable emotions, feelings of unease, isolation, difficulty sleeping, excessive smoking, inability to relax, anxiety, tension, nervousness, increased blood pressure, and digestive disorders (Mangkunegara, 2017:12).

Workload

Workload is the volume of work output or records of work output that can indicate the volume produced by a number of employees in a particular section. The amount of work that must be completed by a group or an individual within a certain period of time, or workload, can be viewed from an objective and subjective perspective (Moekijat, 2012:28).

Hypothesis

The effect of work-life balance on employee performance.

Work-life balance is defined as an individual's ability to fulfill their work commitments alongside their family commitments and other non-work responsibilities (Megaster, et al., 2021). Work-life balance is a

condition in which employees understand that there is equal participation and satisfaction in their work and family life, through minimal debate, based on their expertise in organizing various obligations and setting priorities (Sismawati and Lataruva, 2020). The opinion expressed by Endeka et al. (2020) defines life balance as an expression of employee satisfaction, both at work and outside of work. Someone who has good work-life balance is a productive and high-performing worker. In addition, they are also happier and more creative because their environment outside the office, such as home and friendships, supports their growth. Conversely, if someone does not have good work-life balance, their performance tends to decline and can damage other areas of life. This is due to the high demands of work today. Research by Sadir (2022), Brilliantia, Swasti (2023), Arfandi (2023), Mardiana, et al (2023) Based on the results of the research, it is known that there is a positive and significant influence between the variables of work-life balance on employee performance. This means that if the company pays attention to work-life balance properly, it will be able to improve employee performance at work. However, this differs from the research conducted by Wonua (2023), which found that work-life balance has a negative and insignificant effect on employee performance. This means that even if a company implements work-life balance well, it does not necessarily follow that employee performance will improve. Based on the above explanation, the following research hypothesis can be developed:
Hypothesis 1 (H_1) : Work-life balance has a positive and significant effect on employee performance.

The Effect of Work Stress on Employee Performance.
Mangkunegara (2017) describes work stress as a form of pressure or tension experienced when the demands faced exceed our capabilities. Hasibuan (2016) describes work stress as a state of tension that can affect a person's emotions, thought processes, and condition. According to Budiyono (2016:3534), stress that occurs and cannot be properly managed usually results in a person's inability to interact positively with their environment, both outside and inside the company. Research on the relationship between work stress and employee performance refers to studies conducted by Amaliah, et al (2023), Kurniawan and Rizki (2022), Ferils (2022), Afda, et al (2023) that work stress has a negative effect on employee performance. This means that if employee work stress decreases (reduces), it will improve employee performance. However, this differs from the research conducted by Widayati (2023), which found that work stress has a positive and significant effect on employee job satisfaction. This means that if work stress increases, it will be followed by an increase in employee performance. Based on previous empirical studies, the following hypothesis can be formulated:
Hypothesis 2 (H_2) : Work stress has a negative and significant effect on employee performance.

The Effect of Workload on Employee Performance
Workload is a set or number of activities that must be completed by an organizational unit or position holder within a certain period of time. The large number of tasks and responsibilities assigned to an employee results in suboptimal outcomes because the employee has little time to complete many tasks (Rolos, 2018). Workload as a source of performance failure is caused by work pressure and excessive workload (Moekijat, 2012:28). Research by Ohorela (2021), Aisah (2023), Sari et al. (2022), Widianti and Herlina (2023) The results of this study indicate that workload has a positive and insignificant effect on employee performance. This means that if the workload of employees decreases, employee performance will increase. Based on the above explanation, the following research hypothesis can be developed:
Hypothesis 3 (H_3) : Workload has a negative and significant effect on employee performance.

3. RESEARCH METHOD
This research was conducted at the Champlung Mas Resort & Spa Legian Kuta Bali Hotel, located at Jl. Lebak Bene, Legian, Kec. Kuta, Kabupaten Badung, Bali 80361. The background for choosing this location for the research was because problems were found related to employee performance in terms of the inability of employees to meet targets. It is predicted that there are problems related to work-life balance, work stress, and workload that affect employee performance at the Champlung Mas Resort & Spa Legian

Kuta Bali Hotel. The object of research at the Champlung Mas Resort & Spa Legian Kuta Bali Hotel is the field of human resource management, namely: employee performance, work-life balance, work stress, and workload. The population is the area of generalization consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions are drawn (Sugiyono, 2018:148). The population in this study was 50 employees at the Champlung Mas Resort & Spa Legian Kuta Bali Hotel. A saturated sample is a sampling technique where all members of the population are used as samples. This is often done when the population size is relatively small , or in research that aims to make generalizations with very small errors. Another term for a saturated sample is a census, where all members of the population are used as samples (Sugiyono, 2018:156). In accordance with this definition, this study used a saturated sample or census for data collection, resulting in a sample size of 50 employees at the Champlung Mas Resort & Spa Legian Kuta Bali. The data collection method in this study involved the use of questionnaires. The data analysis technique in this study utilized multiple linear regression analysis.

4. RESULTS AND DISCUSSION

Multiple Linear Regression Analysis

Table 3. Results of Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.820	4.410		5,401	0.000
	X1	0.309	0.146	0.260	2.116	0.040
	X2	-0.292	0.122	-0.242	-2.390	0.021
	X3	-0.810	0.193	-0.471	-4.205	0.000
	R	= 0.846				
	Adjusted R Square	= 0.698 (69.8%)				

Source: Processed Data, 2025

Based on the results of multiple linear regression analysis in Table 3, the following regression equation was obtained:

$$Y = 23.820 + 0.309\ X_1 - 0.292\ X_2 - 0.810\ X_3$$

Explanation:
Y = Employee performance
X_1= Work-Life Balance
X_2= Work Stress
X_3= Workload

Based on the multiple regression model formed, the results can be interpreted as follows:

1) Work-Life Balance
   The coefficient value for the Work-Life Balance variable is 0.309. This means that if work-life balance improves while work stress and workload remain the same, employee performance will improve.
2) Work stress
   The coefficient value for the Work Stress variable is -0.292. This means that if work stress decreases while work-life balance and workload remain constant, employee performance will increase.
3) Workload
   The coefficient value for the Workload variable is 0.810. This means that if the workload decreases while the work-life balance and work stress s remain constant, employee performance will increase.

Classical Assumption Test

a. Normality Test

Table 4. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		50
Normal Parameters[a,b]	Mean	0.0000000
	Std. Deviation	2.79578660
Most Extreme Differences	Absolute	0.072
	Positive	0.052
	Negative	-0.072
Test Statistic		0.096
Asymp. Sig. (2-tailed)		0.200[c,d]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Processed Data, 2025

The results of the normality test in Table 5.11 above show that the asymp. Sig (2-tailed) residual is 0.200, which is greater than 0.05. Therefore, it can be said that the variable is normally distributed.

b. Multicollinearity Test

Table 5. Multicollinearity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Standard	Beta			Tolerance	VIF
1	(Constant)	23.82	4.410		5.401	0.000		
	X1	0.309	0.146	0.260	2.116	0.040	0.409	2.444
	X2	-0.292	0.122	-0.242	-2.390	0.021	0.602	1.662
	X3	-0.810	0.193	-0.471	-0.205	0.000	0.492	2.035

a. Dependent Variable: Y

Source: Processed Data, 2025

The results of the multicollinearity test in Table 5 show that all independent variables have a VIF coefficient of less than 10 and a tolerance of more than 0.1. Thus, it can be concluded that all independent variables in the study are free from multicollinearity.

c. Heteroscedasticity Test

Table 6. Heteroscedasticity Test Results

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

1	(Constant)	1.224	2.629		0.466	0.644
	X1	0.000	0.087	0.000	0.002	0.998
	X2	-0.066	0.073	-0.170	-0.910	0.367
	X3	-0.024	0.115	-0.042	-0.206	0.838

a. Dependent Variable: ABS_RES

Source: Processed Data, 2025

Based on the results of the Heteroscedasticity test in Table 6, it shows that the significance for each independent variable, namely Work-Life Balance (X_1), Work Stress (X_2), and Workload (X_3) is greater than 0.05. Therefore, none of the independent variables have a significant effect on the dependent variable (absolute value of ei), indicating no heteroscedasticity.

Results of the coefficient of determination analysis

Based on Table 3 above, it can be seen that the Adjusted R-square value is 0.698 or 69.8%, meaning that Work-Life Balance (X_1), Work Stress (X_2), and Workload (X_3) can explain Employee Performance (Y) at Champlung Mas Resort & Spa Legian Kuta Bali by 69.8%. The remaining 30.2% is influenced by other variables.

T-Test Results

Table 7
t-Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.820	4.410		5,401	0.000
	X1	0.309	0.146	0.260	2.116	0.040
	X2	-0.292	0.122	-0.242	-2.390	0.021
	X3	-0.810	0.193	-0.471	-4.205	0.000
	R	= 0.846				
	Adjusted R Square	= 0.698 (69.8%)				

Source: Processed Data, 2025

In Table 7, the t-test results can be explained as follows:

1) The effect of Work-Life Balance on employee performance.

Table 7 shows that the Work-Life Balance variable (X_1) has a positive direction of 0.309 and a t-count significance for the Work-Life Balance variable (X_1) of 0.040 < 0.05, which means that H0 is rejected, meaning that there is a positive and significant effect between Work-Life Balance (X_1) on employee performance (Y) at the Champlung Mas Resort & Spa Legian Kuta Bali Hotel. This means that if work-life balance increases, employee performance will also increase, and the hypothesis can be accepted.

2) The effect of work stress on employee performance.

Table 7 shows that the results of the test indicate that the work stress variable ( ) shows a negative direction of -0.292 and with a t-count significance for the work stress variable (X_2) of 0.021 < 0.05, which means that H0 is rejected, meaning that there is a negative and significant effect between work stress (X2) and employee performance (Y) at the Champlung Mas Resort & Spa Legian Kuta Bali Hotel. This means that if work stress decreases, employee performance will increase and the hypothesis can be accepted.

3) The effect of workload on employee performance

Table 7 shows the test results indicating that the workload variable (X_3) shows a negative direction of -0.810 and with a t-count significance for the workload variable (X_3) of 0.000 < 0.005, this means that H0 is rejected, meaning that there is a negative and significant effect between workload (X_3) on employee performance (Y) at the Champlung Mas Resort & Spa Legian Kuta Bali Hotel, meaning that if the workload of employees decreases, employee performance will increase, and the hypothesis can be accepted.

Discussion

The Effect of Work-Life Balance on Employee Performance

The analysis results show that work-life balance has a positive and significant effect on employee performance at Champlung Mas Resort & Spa Legian Kuta Bali Hotel. This finding indicates that employees who are able to maintain a balance between work responsibilities and personal life tend to demonstrate better performance. A balanced condition allows employees to manage time, energy, and psychological pressure more effectively, so they can work with higher concentration, responsibility, and productivity.

Work-life balance is reflected in reasonable working hours, manageable workloads, opportunities for rest, support from supervisors, and the ability to fulfill family or personal needs without disrupting job responsibilities. When the company pays attention to these aspects, employees are more likely to feel comfortable, motivated, and emotionally stable. This situation can reduce fatigue, stress, and work dissatisfaction, which often become obstacles to optimal performance. Conversely, poor work-life balance may create excessive pressure and reduce service quality, especially in the hotel industry, where employees are required to respond quickly and maintain professional behavior when serving guests.

The findings of this study support previous research by Sadir (2022), Brilliantia and Swasti (2023), Arfandi (2023), and Mardiana et al. (2023), which found that work-life balance has a positive and significant influence on employee performance. Therefore, management should continue to develop policies that support work-life balance, such as fair scheduling, appropriate workload distribution, and supportive leadership. These efforts are expected to strengthen employee well-being and improve overall performance in hotel operations consistently. This is particularly relevant for hospitality employees facing dynamic customer service demands every day.

The Effect of Work Stress on Employee Performance.

The analysis results show that work stress has a negative and significant effect on employee performance at Champlung Mas Resort & Spa Legian Kuta Bali Hotel. This finding indicates that higher levels of work stress tend to reduce employee performance, while lower stress levels can support better work outcomes. Work stress may arise from excessive workload, time pressure, role conflict, unclear instructions, limited rest periods, or high demands in serving hotel guests. When employees experience continuous stress, their concentration, motivation, emotional control, and ability to complete tasks accurately may decline.

In the hospitality industry, employees are required to provide fast, friendly, and professional service. Therefore, unmanaged work stress can directly affect service quality, guest satisfaction, teamwork, and operational efficiency. Employees who feel pressured may become less responsive, more prone to errors, and less able to maintain consistent performance. Conversely, when stress is managed properly, employees can work more calmly, maintain positive attitudes, and complete responsibilities more effectively.

The results of this study are consistent with the findings of Amaliah et al. (2023), Kurniawan and Rizki (2022), Ferils (2022), and Afda et al. (2023), which state that work stress has a negative effect on employee performance. These findings emphasize the importance of managerial attention to stress management. Hotel management should evaluate workload distribution, clarify job responsibilities,

improve communication, provide supervisor support, and create a healthier work environment. Such efforts are expected to reduce excessive stress and improve employee performance sustainably. This approach is essential because hotel employees face intensive guest interaction and changing operational demands daily.

The Impact of Workload on Employee Performance.

The analysis results show that workload has a negative and significant effect on employee performance at Champlung Mas Resort & Spa Legian Kuta Bali Hotel. This finding indicates that when employees experience a higher workload, their performance tends to decline. Conversely, when workload is managed properly and does not exceed employee capacity, performance can improve. Workload includes the number of tasks, level of responsibility, time pressure, work targets, and physical or mental demands that must be completed during working hours.

In the hotel industry, excessive workload can reduce concentration, accuracy, motivation, and service consistency. Employees who must handle too many tasks at once may experience fatigue, stress, and difficulty maintaining professional service standards. This condition can lead to slower task completion, service errors, reduced responsiveness to guests, and weaker teamwork. Therefore, workload management is important to ensure that employees can perform their duties effectively without experiencing excessive pressure.

The findings of this study are in line with Ohorela (2021), Aisah (2023), Sari et al. (2022), and Widianti and Herlina (2023), who found that workload has a negative and significant effect on employee performance. These results emphasize that hotel management needs to evaluate task distribution, staffing needs, work schedules, and operational targets more carefully. By providing a balanced workload, sufficient rest time, clear job responsibilities, and adequate support from supervisors, employees can work more productively and maintain service quality. Thus, reducing excessive workload is an important strategy for improving employee performance and supporting sustainable hotel operations.

5. CONCLUSION AND LIMITATIONS

Work-Life Balance has a positive and significant effect on employee performance at the Champlung Mas Resort & Spa Legian Kuta Bali Hotel. From these results, it can be interpreted that if the work-life balance of employees increases, it will improve employee performance at the Champlung Mas Resort & Spa Legian Kuta Bali Hotel. Work stress has a negative and significant effect on employee performance at Champlung Mas Resort & Spa Legian Kuta Bali. From these results, it means that if employee work stress decreases, it will improve employee performance at Champlung Mas Resort & Spa Legian Kuta Bali. Workload has a negative and significant effect on employee performance at Champlung Mas Resort & Spa Legian Kuta Bali. These results indicate that a reduction in employee workload will improve employee performance at Champlung Mas Resort & Spa Legian Kuta Bali.

This study is limited to employees of the Champlung Mas Resort & Spa Legian Kuta Bali Hotel. For future researchers, it is hoped that the research scope can be expanded to provide a better perspective and be applied more broadly.

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