

MANAGING EMPLOYEE PERFORMANCE IN TOURISM SERVICES: THE INTEGRATED ROLE OF WORK-LIFE BALANCE, WORK-RELATED STRESS, AND WORKLOAD

I Putu Ardiana Putra^{1*}, Ni Made Dwi Puspitawati², Gde Bayu Surya Parwita³

^{1,2,3}Universitas Mahasaraswati Denpasar, Bali, Indonesia

*correspondence: ardianaputra824@gmail.com

ABSTRACT

The purpose of this study is to analyze how work-life balance, work-related stress, and workload affect employee performance at Infinity Bali Adventure. This study employs a quantitative method using a saturated sampling technique, involving all 40 employees as respondents. Data were collected through the distribution of questionnaires that had undergone reliability, validity, and classical assumption tests. The results demonstrate that work-life balance has a significant positive contribution to employee performance; that is, a better work-life balance tends to improve employee performance. Meanwhile, work-related stress and workload have a significant negative impact on employee performance, indicating that an increase in work-related stress or workload tends to reduce employee performance. Therefore, management is advised to enhance and maintain the implementation of work-life balance, as well as reduce work-related stress levels and manage workload distribution proportionally to ensure optimal employee performance.

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

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1. INTRODUCTION

Tourism plays a vital role in Indonesia's economy by generating foreign exchange, creating jobs, and enhancing Indonesia's international image. Despite its significant potential, the industry faces intense competition, necessitating that companies implement effective business strategies to ensure service quality and business sustainability (Satriawan et al., 2022). On the other hand, the success of these strategies depends on the quality of human resources as an organizational asset that needs to be trained and developed (Amelia et al., 2022), as human resources are the primary driver of an organization's progress or decline (Kristianti et al., 2021), as well as a strategic factor in employee productivity (Saluy et al., 2021) and a source of competitive advantage (Putra et al., 2022).

Based on observations at Infinity Bali Adventure, employee performance remains suboptimal and impacts sales achievement as well as work attendance. Data for 2024 shows total sales of Rp 6,529,233,500, with 60.46% of the target achieved, and monthly figures that have not yet reached the full target; the highest sales occurred in August at Rp 782,475,000 and the lowest in March at Rp 367,305,000. Absenteeism rates also fluctuated, averaging 3.30%, influenced by tardiness, illness, and religious observances. Additionally, physically demanding work conditions, irregular working hours, service pressures during extreme weather, and communication challenges with foreign tourists triggered fatigue and stress, thereby reducing performance consistency.

Employee performance can be understood as the tangible work achievements an individual attains while carrying out their duties (Mangkunegara, 2021:44). Performance is also reflected in work outcomes evaluated based on quantity and quality relevant to their responsibilities (Dessler, 2021:15). To achieve optimal performance, management must establish a structured process from planning through control (Salain et al., 2021). Performance is influenced by factors such as experience, skills, abilities,

education, workload, work-related stress, and compensation (Pusparani, 2021). Therefore, management needs to improve performance to achieve predetermined targets (Astari et al., 2019).

Work-life balance describes a state in which an individual is able to balance their professional and family roles (Saifullah, 2020). This concept also emphasizes the existence of clear boundaries between the professional and personal spheres (Fania et al., 2023). This balance is characterized by minimal conflict between non-work activities and work demands, allowing engagement in both roles to proceed harmoniously (Suratno, 2021). Work-life balance reflects the extent to which an individual is satisfied and engaged in both their professional and personal lives without creating conflict between the two (Lukmiati, 2020). In practice, this is evident when an individual has sufficient time for family and rest, and is able to communicate effectively with colleagues (Muliawati and Frianto, 2020).

Several studies indicate that work-life balance contributes significantly and positively to improved performance (Arfandi and Kasran, 2023). Similar positive results were reported in other research (Sari et al., 2025). These findings were further confirmed by subsequent studies (Sulistiyowati et al., 2023). Positive effects were also found in other studies (Semita et al., 2023). A subsequent study concluded that work-life balance improves employee performance (Mutiarra et al., 2024). However, some research has found negative effects on performance (Alamsyah et al., 2025). These negative findings are also supported by research (Rahmawati et al., 2021; Permadi et al., 2023). Meanwhile, a different study states that work-life balance does not contribute to employee performance (Turangan et al., 2022).

Work-related stress is understood as a dynamic condition where individuals face opportunities or demands in their work that can lead to pressure (Sulastrri and Onsardi, 2020). This pressure can escalate into a state of distress that triggers physical and mental imbalance (Indrawan et al., 2023). Within an organization, every employee has roles, responsibilities, and tasks that must be carried out in accordance with company rules and expectations (Efendi et al., 2022). The impact is significant because work-related stress can affect job performance and the results achieved (Akbar, 2022). Stress is often triggered by excessive workloads, high target pressures, repeated failures to meet targets, and decreased concentration (Budiasa, 2021).

Several studies conclude that work-related stress has a significant negative impact, such that as stress levels rise, performance tends to decline (Budi et al., 2025). Similar negative findings were reported in other research (Lasminigrat, 2021). Consistent results were again found in subsequent studies (Sintaasih, 2022). Negative effects were also demonstrated by other research (Permana et al., 2024). The same conclusion was reaffirmed in subsequent research (Sahdin et al., 2025). However, some studies have instead indicated that work-related stress contributes significantly and positively to performance (Abidin and Wati, 2023). This positive finding also emerged in another study (Afalia et al., 2023). Similar results were reported again in a subsequent study (Sulistiyawati et al., 2023).

Workload is a collection of tasks demanding physical and psychological capabilities that fall under the worker's responsibility (Mahawati et al., 2021). Work-related stress can arise as an emotional reaction when the workload a person receives is disproportionate to their skills (Vanchapo, 2020). Workload can also be understood as work demands that must be completed on time (Situmorang and Wardhani, 2022). When these demands cannot be met, the same work activities can be perceived as an increasingly heavy and oppressive burden (Vanchapo, 2020:1). This condition is important to note because a company's productivity relies on the contribution of every employee (Amandawati and Koerniawaty, 2022).

Several studies have concluded that workload has a significant negative impact; thus, a high workload reduces employee performance (Karmana et al., 2024). Similar negative findings were also reported in other studies (Indrayana and Putra, 2024). Consistent results were again found in a subsequent study (Rizki, 2022). A negative effect was also demonstrated in another study (Putri et al., 2022). The same

conclusion was further confirmed in a subsequent study (Anwar and Afna, 2022). However, some studies have found that workload contributes significantly and positively to employee performance (Farhana and Rani, 2025). These positive findings also emerged in another study (Andini et al., 2025). Similar results were reported in a subsequent study (Qur'ani et al., 2024).

2. LITERATURE AND HYPOTHESIS

Goal Setting Theory

Goal setting theory, a motivational theory proposed by Edwin Locke (1978), emphasizes that work behavior is largely guided by the values an individual holds and the goals they aim to achieve; thus, clear objectives play a major role in directing actions and work outcomes. This theory explains that goal setting is directly linked to performance, as when employees understand the organization's goals, their work behavior tends to be more focused. One key point is the level of difficulty of the goals, where targets that are too easy can undermine motivation, while challenging yet realistic targets can increase commitment and drive performance (Rivai, 2021:251).

Employee Performance

Performance can be understood as a measure of an individual's success in achieving agreed-upon targets based on specific evaluation indicators (Jamaludin, 2022). Performance also reflects tangible contributions to organizational achievements, taking into account resource utilization, and is evaluated through aspects of quality and quantity (Fitri and Endratno, 2021). In a work context, performance is evident in the results or outputs an employee achieves while carrying out assigned tasks (Alfiansyah, 2021). Performance also reflects the quality of work outcomes and an individual's capacity to complete the workload set by the company (Sembiring, 2020:15). Furthermore, performance can be observed through work behavior evident in an employee's role execution, leading to achievements aligned with their responsibilities within the organization (Purnamasari et al., 2023).

Work-life balance

Work-life balance is a state in which an individual is able to balance their work role with their life outside of work and experience satisfaction (Pratiwi, 2021). This concept also describes a proportional level of engagement and satisfaction between work roles and other personal roles (Lingga, 2020). Furthermore, work-life balance relates to an individual's efforts to establish a sense of comfort and stability between work demands and activities outside of work (Juita, 2020). This balance is achieved when involvement in work and personal roles does not create conflict between the two (Lukmiati, 2020). Thus, work-life balance can be viewed as a state where employees experience minimal conflict and their roles at work and within the family can be carried out in harmony (Badrianto and Ekhsan, 2021).

Work Stress

Work-related stress refers to a condition where certain factors in the workplace disrupt an employee's physiological state and behavior (Ningrat, 2022). Generally, stress is understood as tension that affects one's way of thinking, physical condition, and emotions, including physical aspects (Handoko, 2021). This definition aligns with the view that stress arises as pressure that impacts one's feelings, physical condition, and thought patterns (Wijaya, 2022). If left unmanaged, work-related stress can reduce performance because employees work in situations that feel threatening and uncomfortable (Dewi, 2022). If it persists, stress can also reduce job satisfaction and lead to a desire to leave the organization (Margaretta and Riana, 2020).

Workload

Workload refers to the scope of activities that an individual or unit must complete within a given period (Maini and Tanno, 2021). It can also be viewed as a crucial factor that must be considered, as it can influence employee performance (Asrafiansyah and Yusuf, 2023). Workload arises when the demands of various roles and tasks exceed the time available to complete them (Wahyuni, 2023). If the workload is too high, the impact can be fatigue, which causes a person to become emotional (Sitohang, 2022).

Workload also tends to occur when employees struggle to complete tasks within their capacity due to the pressure of excessive work demands (Supianti et al., 2022).

Hypotheses

The Effect of Work-Life Balance on Employee Performance

Individuals who receive strong family support experience high levels of satisfaction (Robbin and Coulter, 2021). Similar findings are reported in other studies, which confirm that optimal work-life balance can enhance an individual's performance (Sari et al., 2025). These positive results are further reinforced by research demonstrating that performance improves when a balance between work and personal life is maintained (Sulistiyowati et al., 2023). The same conclusion was also found in another study emphasizing the importance of work-life balance in driving performance (Semita et al., 2023). Further positive findings were demonstrated by research outlining that work-life balance plays a significant role in improving performance (Muticara et al., 2024). Based on these assumptions, the following hypothesis is proposed:

H₁: Work-life balance has a positive effect on employee performance at Infinity Bali Adventure.

The Effect of Work Stress on Employee Performance

Stress is not always detrimental, as it can have positive effects on individuals (Sudiarta and Suwandana, 2020). However, various studies demonstrate that work-related stress tends to have a negative impact on an individual's performance. Research findings demonstrate that work-related stress has a negative impact, meaning that an increase in stress levels will reduce performance (Budi et al., 2025). Relevant findings are also present in other studies showing that work-related stress reduces employee performance (Lasminingrat, 2021). These consistent results are further reinforced by research demonstrating that high levels of work-related stress lead to low performance (Sintaasih, 2022). The same conclusion was also found in a subsequent study (Permana et al., 2024) and reaffirmed in a recent study (Sahdin et al., 2025). Based on these assumptions, the following hypothesis is proposed:

H₂: Work stress has a negative effect on employee performance at Infinity Bali Adventure.

The Effect of Workload on Employee Performance

Workload can be defined as a series of activities undertaken to complete work tasks, whether a single task or multiple tasks over a given period (Eric, 2022). Several studies have demonstrated that workload has a negative impact on employee performance; thus, as workload increases, performance tends to decline (Karmana et al., 2024). Similar findings were also reported in another study (Indrayana and Putra, 2024). These negative results were further reinforced by a study detailing how workload reduces an individual's performance (Rizki, 2022). Similar conclusions were also found in other studies (Putri et al., 2022). These findings were further confirmed in subsequent studies, indicating that an increase in workload can lead to a decline in performance (Anwar & Afna, 2022). Based on these assumptions, the following hypothesis is proposed:

H₃: Workload has a negative effect on employee performance at Infinity Bali Adventure.

3. RESEARCH METHOD

This research was conducted at Infinity Bali Adventure. The variables studied include work-life balance, work-related stress, workload, and employee performance at Infinity Bali Adventure. The population consists of 40 employees, with a sample of 40 individuals selected through saturation sampling. To collect the data, face-to-face interviews and the distribution of questionnaires will be conducted to measure the respondents' attitudes, beliefs, and perceptions using a Likert scale. Data analysis will involve reliability and validity testing, multiple linear regression, classical assumptions, and the coefficient of determination (R^2).

4. RESULTS AND DISCUSSION

Research Instrument Validation

a. Validity Test

Table 1. Validity Test

Statement	Statement Item	Pearson Correlation	Description
Work-life balance (X_1)	$X_{1.1}$	0.898	Valid
	$X_{1.2}$	0.895	Valid
	$X_{1.3}$	0.930	Valid
Work stress (X_2)	$X_{2.1}$	0.835	Valid
	$X_{2.2}$	0.888	Valid
	$X_{2.3}$	0.819	Valid
	$X_{2.4}$	0.632	Valid
	$X_{2.5}$	0.867	Valid
Workload (X_3)	$X_{3.1}$	0.902	Valid
	$X_{3.2}$	0.861	Valid
	$X_{3.3}$	0.695	Valid
Employee performance (Y)	$Y_{1.1}$	0.786	Valid
	$Y_{1.2}$	0.868	Valid
	$Y_{1.3}$	0.753	Valid
	$Y_{1.4}$	0.842	Valid

Source: Processed data, 2025

All indicators in this assessment are considered valid because each item of the variable has a correlation value > 0.30 .

b. Reliability Test

Table 2. Instrument Reliability Test Results

Variable	Number of Instruments	Cronbach's Alpha	Description
Work-life balance (X_1)	3	0.892	Reliable
Work stress (X_2)	5	0.867	Reliable
Workload (X_3)	3	0.764	Reliable
Employee performance (Y)	4	0.827	Reliable

Source: Processed data, 2025

Each question yielded a Cronbach's Alpha value > 0.60 , indicating the reliability of the questionnaire.

Classical Assumption Tests

a. Normality Test

Table 3. Normality Test Results

Unstandardized Residual	
N	40
Asymp. Sig. (2-tailed)	0.092

Source: Processed data, 2025

The two-tailed significance level is 0.092, which is > 0.05 . The model is considered to meet the normality criteria and is reliable for interpretation and decision-making because it shows that the residuals are normally distributed.

b. Multicollinearity Test

Each independent variable is free of multicollinearity, as indicated by Tolerance (> 0.1) and VIF (< 10). The model is therefore considered suitable for further analysis because the independent variables do not show strong linear relationships.

Table 4. Multicollinearity Test Results

Independent Variables	Tolerance	VIF Value	Description
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Work-life balance (X1)	0.998	1.002	Free of Multicollinearity
Work stress (X2)	0.715	1.400	Free of Multicollinearity
Workload (X3)	0.715	1.399	Free of Multicollinearity

Source: Processed data, 2025

c. Heteroscedasticity Test

Table 5. Heteroscedasticity Test Results

Independent Variables	Sig.	Description
Work-life balance (X1)	0.134	No Heteroscedasticity
Work stress (X2)	0.518	No Heteroscedasticity
Workload (X3)	0.759	No Heteroscedasticity

Source: Processed data, 2025

All independent variables have a significance level above 0.05. This indicates that the absolute values and these independent variables are not significantly correlated. Therefore, it can be concluded that the data does not indicate signs of heteroscedasticity.

Data Analysis Results

Table 6. Summary of Multiple Linear Regression Analysis Results

Variables	Regression Coefficient	Beta	T-value	Sig.
Constant	3.920		9.119	0.000
Work-life balance (X1)	0.387	0.500	4.622	0.000
Work stress (X2)	-0.242	-0.330	-2.586	0.014
Workload (X3)	-0.259	-0.329	-2.576	0.014
R				0.762
R-Square				0.580
Adjusted R-Square				0.545
F-Statistic				16.601
Significance of F Test				0.000

Source: Processed data, 2025

a. Results of Multiple Linear Regression Analysis

From Table 6, the equation can be formulated as follows:

$$Y = 3.920 + 0.387 X1 - 0.242 X2 - 0.259 X3$$

From this equation, the explanation can be outlined as follows:

$\beta_1 = 0.387$ The coefficient value indicates that work-life balance contributes positively to employee performance. This means that performance will increase when the workload is high.

$\beta_2 = -0.242$ This coefficient value indicates that work stress has a negative impact on employee performance. This means that performance will decrease when job satisfaction is high.

$\beta_3 = 0.259$ This coefficient value indicates that work-family conflict negatively contributes to employee performance. This means that high work-family conflict leads to improved performance.

b. Coefficient of Determination

According to Table 6, the independent variables contribute 54.5% to employee performance (Y), resulting in an Adjusted R-Square of 0.545. This indicates how well the regression model can illustrate the relationship between each variable.

c. F-Test

Table 6 shows an F-statistic value of 16.601 with a significance level of 0.000. This proves that the independent variables simultaneously contribute significantly to employee performance; therefore, the regression model is valid and can explain the relationship between each variable.

d. t-Test

Based on Table 6, the results can be summarized as follows:

- 1) Work-life balance has a significant positive effect on employee performance, with a beta coefficient of 0.387, a t-value of 4.622, and a significance level of 0.000 ($p < 0.05$). H_1 is accepted.
- 2) Work stress has a significant negative effect on employee performance, with a beta coefficient of -0.242, a t-statistic of -2.586, and a significance level of 0.014 ($p < 0.05$). H_2 is accepted.
- 3) Workload has a significant negative effect on employee performance, with a beta coefficient of -0.259, a t-statistic of -2.576, and a significance level of 0.014 ($p < 0.05$). It is concluded that H_3 is accepted.

Discussion

The Effect of Work-Life Balance on Employee Performance

The results of this study indicate that work-life balance has a positive and significant effect on employee performance at Infinity Bali Adventure. This means that the better employees are able to balance work responsibilities and personal life, the higher their performance will be. Work-life balance enables employees to manage time, energy, and emotional conditions more effectively, so they can work with greater focus, motivation, and responsibility. In the tourism and adventure service sector, employees are required to provide safe, responsive, and quality service; therefore, balanced working conditions are important to prevent fatigue and stress. Employees who have sufficient rest time, manageable workloads, and support from the organization tend to perform tasks more optimally. This finding is consistent with Arfandi and Kasran (2023), Sari et al. (2025), Sulistyowati et al. (2023), Semita et al. (2023), and Mutiara et al. (2024), who found that work-life balance positively contributes to employee performance.

The Effect of Work Stress on Employee Performance

The results of this study indicate that work stress has a negative and significant effect on employee performance at Infinity Bali Adventure. This means that higher work stress tends to reduce employee performance, while lower stress levels can support better work outcomes. Work stress may arise from excessive workload, time pressure, unclear job roles, customer service demands, and operational risks in tourism activities. When stress is not managed properly, employees may experience fatigue, reduced concentration, emotional instability, and lower motivation, which can weaken service quality and task completion. In adventure tourism, employees must remain alert, responsive, and professional to ensure customer safety and satisfaction. Therefore, stress control is essential for maintaining consistent performance. This finding is in line with Budi et al. (2025), Lasminingrat (2021), Sintaasih (2022), Permana et al. (2024), and Sahdin et al. (2025), who found that work stress negatively affects employee performance. Thus, management should provide support, fair scheduling, and clearer work coordination.

The Effect of Workload on Employee Performance

The results of this study indicate that workload has a negative and significant effect on employee performance at Infinity Bali Adventure. This means that an excessive workload can reduce employee performance, while a balanced workload can support better work outcomes. Workload may include the number of tasks, time pressure, physical demands, responsibility for customer safety, and the need to provide responsive service in adventure tourism activities. When employees face work demands that exceed their capacity, they may experience fatigue, stress, reduced concentration, and lower accuracy in completing tasks. This condition can weaken service quality, coordination, and overall productivity. Therefore, workload management is important to maintain optimal employee performance. These findings are consistent with Karmana et al. (2024), Indrayana and Putra (2024), Rizki (2022), Putri et al. (2022), and Anwar and Afna (2022), who found that workload negatively affects employee performance. Thus, management should ensure fair task distribution and adequate daily work support for all employees.

5. CONCLUSIONS AND LIMITATIONS

The research results demonstrate that employee performance at Infinity Bali Adventure is significantly influenced by three main factors: work-life balance, work-related stress, and workload. As employees' perceived work-life balance improves, their performance at Infinity Bali Adventure increases significantly. Conversely, when an individual experiences high levels of work-related stress and workload, their performance decreases significantly.

This study has several limitations that may affect the findings. The variables analyzed only include work-life balance, work-related stress, and workload; therefore, other factors outside the model may still influence employee performance. Additionally, the research sample only covers a single study location, namely Infinity Bali Adventure, so the results may not necessarily apply to other companies or industries with different business characteristics and work environments.

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