

## EMPLOYEE PERFORMANCE IN THE HOSPITALITY SECTOR: THE ROLES OF HUMAN RELATIONS, WORK-LIFE BALANCE, AND INDIVIDUAL CHARACTERISTICS

Ni Kadek Sudiartini<sup>1\*</sup>, I Gede Rihayana<sup>2</sup>, Bagus Nyoman Kusuma Putra<sup>3</sup>

<sup>1,2,3</sup>Universitas Mahasaraswati Denpasar, Bali, Indonesia

\*correspondence: kadeksudiartini2@gmail.com

---

### ABSTRACT

This study aims to examine the influence of human relations, work-life balance, and individual characteristics on employee performance at New Moon Cafe Kedonganan. The study population consisted of all 35 employees at New Moon Cafe Kedonganan. The sample was determined using a saturated sample, resulting in a sample of 35 employees. The data collection methods used in this study were observation, document analysis, interviews, and questionnaires. The data analysis technique used in this study is multiple linear regression analysis. The results of this study indicate that human relations have a positive and significant effect on employee performance at New Moon Cafe Kedonganan, work-life balance has a positive and significant effect on employee performance at New Moon Cafe Kedonganan, and individual characteristics have a positive and significant effect on employee performance at New Moon Cafe Kedonganan.

**Keywords:** human relations, work-life balance, individual characteristics, employee performance

---

© 2026 The Author(s). Published by EMAS. Licensed under CC BY-SA 4.0.

---

### 1. INTRODUCTION

A company's success in facing and winning competition is largely determined by the quality of its human resources. Human resources refer to all employees directly involved in organizational activities. Their role is not merely as task executors but also as driving forces that determine the direction and achievement of the company's goals; therefore, human resource management must be conducted in a planned and optimal manner to produce good employee performance (Surya and Rihayana, 2024). In line with this, Sinambela (2021:6) explains that employee performance describes the level of achievement of individual or group work results over a specific period, measured based on the alignment between the results achieved and the targets, standards, or criteria that have been previously established and agreed upon.

The study was conducted at New Moon Cafe Kedonganan, one of the seafood restaurants in Kedonganan. Located on the exotic shores of Kedonganan, Bali, New Moon Cafe offers an unforgettable dining experience with views of the open sea and the soothing breeze of the tropics. With a concept centered on fresh seafood sourced directly from local fishermen, every dish is prepared with care and authentic Balinese flavors. Throughout 2024, New Moon Cafe Kedonganan's business operations showed unstable sales performance, marked by fluctuating sales figures across various periods.

Based on interviews with several employees, this is attributed to poor workplace relations within the restaurant environment. Employees stated that restaurant management is too preoccupied with work, often failing to provide adequate attention to staff during their duties. The lack of interaction and management involvement in daily operations further reinforces the impression that management is indifferent to employees' conditions and needs. Consequently, a less harmonious work atmosphere has emerged."

A number of employees expressed difficulties in balancing work demands with their personal lives, causing their personal well-being to be frequently impacted by their workload. This leads to employees being less focused on their work. This is evident in employees frequently taking time off for personal reasons, which disrupts company operations. If left unaddressed, this situation can reduce overall employee performance and hinder the company's ability to meet its targets.

There are also issues related to individual characteristics, where employees feel disengaged from the work assigned to them. Some employees also exhibit poor work attitudes, such as being ineffective in utilizing their work hours, as evidenced by employees taking breaks that exceed the designated work time. This condition hinders the completion of assigned tasks. If not addressed promptly, such behavior has the potential to spread to other employees and create an unproductive work environment within the company.

Research conducted by Kaslendra & Susanti (2022), Faisar & Mesra (2023), Anggraini et al. (2024), and Handayani & Sebarrudin (2024) found that human relations have a positive influence on employee performance. This contrasts with the research by Sitorus et al. (2024), which states that human relations do not affect employee performance. Research conducted by Katili et al. (2021), Susanto et al. (2022), Nadhilah et al. (2024), and Syam et al. (2024) indicates that work-life balance has a positive effect on employee performance. This contrasts with the study by Permadi et al. (2023) and Rossa et al. (2024), which states that work-life balance does not affect employee performance. Studies conducted by Ajie & Supratikta (2021), Zainuddin et al. (2021), Sukma et al. (2023), and Kirani & Rahmadani (2023) found that individual characteristics affect employee performance. This contrasts with the research by Husein et al. (2022), which states that individual characteristics do not affect employee performance."

Based on this, the author is interested in conducting further research with the title: "The Influence of Human Relations, Work-Life Balance, and Individual Characteristics on Employee Performance at New Moon Cafe Kedonganan."

## **2. LITERATURE AND HYPOTHESIS**

### **Goal Setting Theory**

The concept of goal setting, first introduced by Locke in 1968, has since evolved and been extensively discussed in various studies related to organizational dynamics and issues (Suwarmadani, 2021). This perspective explains that humans act based on the direction they wish to achieve, by setting specific priorities and possessing an internal drive to realize those goals (Srimindarti in Suwardani, 2021). This framework is based on the assumption that the goals an individual holds serve as the primary foundation shaping their choices, attitudes, and work behavior. Various studies indicate that this goal-setting approach has proven to play a significant role in enhancing the clarity and precision of the goal-setting process (Suwardani, 2021).

### **Employee Performance**

Hamali (2021) explains that performance relates to the level of achievement resulting from employees' completion of work tasks within a specified timeframe, where these results have a tangible impact on the organization's sustainability and achievements. Employee performance plays a significant role in achieving the organization's objectives (Rihayana et al., 2023). Therefore, the more optimal the work contribution provided by employees, the greater the positive impact felt by the organization. Meanwhile, Afandi (2021) defines performance as a form of work achievement produced by individuals or groups within a corporate environment, manifested through the execution of tasks in accordance with their respective roles and responsibilities.

### **Human Relations**

"Davis (2021) views human relations as patterns of interpersonal relationships formed within the workplace, where individuals interact with one another driven by certain motivations, thereby fostering

effective and mutually supportive collaboration. Through these relationships, work activities can proceed synergistically and generate satisfaction that is not merely material but also touches upon psychological and social aspects. Furthermore, interpersonal relationships serve as the primary foundation for effective communication, both at the individual level and within group dynamics.

### **Work-Life Balance**

Schermerhorn (2022) states that work-life balance is an individual's ability to balance the demands of work with their personal and family needs. Work-life balance is defined as an individual's ability to fulfill their work responsibilities, family commitments, and other non-work obligations. McDonald and Bradley (2022) state that work-life balance refers to the extent to which an individual feels satisfied in fulfilling all roles in their life both outside and within their work. The level of satisfaction in fulfilling dual roles is related to maintaining balance across all aspects of an individual's life.

### **Individual Characteristics**

Individual characteristics are distinctive traits that highlight differences in a person regarding motivation, initiative, the ability to remain resilient in facing tasks until completion or solving problems, or how to adapt to changes closely related to the environment that influence individual performance (Nugraha et al., 2023). Every individual who joins an organization brings abilities, beliefs, expectations, and past experiences that directly influence their attitudes and actions within the organization (Hurriyati, 2022; Thoha, 2021).

### **Hypotheses**

#### **The Influence of Human Relations on Employee Performance**

According to Davis (2021), human relations refer to the interactions among people within the workplace. In an organization, good relationships between individuals create a comfortable, mutually respectful, and open work environment. When everyone feels valued and treated well, work morale naturally increases. The implementation of effective human relations makes employees feel more motivated, not only to complete tasks but also to contribute to the fullest extent. This is reflected in a highly responsible work attitude and improved work quality. Research by Kaslendra & Susanti (2022) found that human relations have a positive influence on employee performance. This means that the better the human relations, the better the employee performance. This is supported by research conducted by Faisar & Mesra (2023), Anggraini et al. (2024), and Handayani & Sebarrudin (2024), who found that human relations have a positive effect on employee performance.

H<sub>1</sub> : Human relations have a positive and significant effect on employee performance.

#### **The Effect of Work-Life Balance on Employee Performance**

Schermerhorn (2022) explains that work-life balance is an individual's ability to balance work demands with personal and family needs. Work-life balance—the equilibrium between professional and personal life—is a critical factor influencing employee performance within an organization. When an employee has sufficient time for activities outside of work, such as spending time with family, resting, or pursuing hobbies, their physical and mental well-being is better maintained. This has a direct impact on productivity and work effectiveness. Employees with a healthy work-life balance tend to be more capable of completing tasks efficiently and exhibit higher work motivation. Research by Katili et al. (2021) found that work-life balance has a positive effect on employee performance. This means that the better the work-life balance, the better the employee's performance. This is supported by research conducted by Susanto et al. (2022), Nadhilah et al. (2024), and Syam et al. (2024), which states that work-life balance has a positive effect on employee performance.

H<sub>2</sub> : Work-life balance has a positive and significant effect on employee performance.

#### **The Influence of Individual Characteristics on Employee Performance**

Individual characteristics are internal (interpersonal) factors that drive and influence individual behavior (Hurriyati, 2022). Employees with positive characteristics, such as discipline, responsibility, creativity,

and a high level of initiative, tend to demonstrate good work performance. They are able to complete tasks efficiently, face challenges with optimism, and make meaningful contributions to the organization by maximizing their performance. Research by Ajie & Supratikta (2021) found that individual characteristics have a positive influence on employee performance. This means that the better the individual characteristics, the greater the improvement in employee performance. This is supported by research conducted by Zainuddin et al. (2021), Yosiana et al. (2023), Sukma et al. (2023), and Kirani & Rahmadani (2023), which found that individual characteristics affect employee performance.

H<sub>3</sub> : Individual characteristics have a positive and significant effect on employee performance.

### 3. RESEARCH METHODS

This study was conducted at New Moon Cafe Kedonganan, one of the restaurants on Kedonganan Beach. The study population consisted of all 35 employees of New Moon Cafe Kedonganan. Given the relatively small population size, the sampling technique used was saturation sampling, involving 35 respondents. Data collection was conducted through observation, interviews, document analysis, and questionnaires. Data analysis was performed using multiple linear regression with SPSS version 25. Prior to conducting the regression analysis, a series of tests—including validity, reliability, and classical assumption tests—were performed to ensure the data's suitability for the regression model. Subsequently, hypothesis testing was performed using t-tests and F-tests to determine the effect of each independent variable on the dependent variable. The results of the analysis were then used to draw conclusions regarding the relationship between human relations, work-life balance, individual characteristics, and employee performance at the company under study.

### 4. RESULTS AND DISCUSSION

#### Research Instrument Validation

##### a. Validity Test

Table 2. Results of the Instrument Validity Test

| Statement                                    | Pearson Correlation | Standard | Relationship |
|----------------------------------------------|---------------------|----------|--------------|
| Human relations (X <sub>1</sub> )            |                     |          |              |
| X1.1                                         | 0.762               | 0.30     | Valid        |
| X1.2                                         | 0.813               |          | Valid        |
| X1.3                                         | 0.887               |          | Valid        |
| X1.4                                         | 0.789               |          | Valid        |
| Work-life balance (X <sub>2</sub> )          |                     |          |              |
| X2.1                                         | 0.923               | 0.30     | Valid        |
| X2.2                                         | 0.913               |          | Valid        |
| X2.3                                         | 0.849               |          | Valid        |
| Individual characteristics (X <sub>3</sub> ) |                     |          |              |
| X3.1                                         | 0.826               | 0.30     | Valid        |
| X3.2                                         | 0.788               |          | Valid        |
| X3.3                                         | 0.814               |          | Valid        |
| X3.4                                         | 0.826               |          | Valid        |
| Employee Performance (Y)                     |                     |          |              |
| Y1                                           | 0.886               | 0.30     | Valid        |
| Y2                                           | 0.861               |          | Valid        |
| Y3                                           | 0.893               |          | Valid        |
| Y4                                           | 0.775               |          | Valid        |
| Y5                                           | 0.884               |          | Valid        |

Table 2 shows that all Pearson correlation coefficients for the instruments are above 0.30. This means that all instruments used to collect data in the form of questionnaires are valid.

##### b. Reliability Test

Table 3. Instrument Reliability Test Results

| Variable                             | Number of Instruments | Cronbach's Alpha | Standard | Note     |
|--------------------------------------|-----------------------|------------------|----------|----------|
| Human Relations ( $X_1$ )            | 4                     | 0.827            | 0.60     | Reliable |
| Work-Life Balance ( $X_2$ )          | 3                     | 0.876            |          | Reliable |
| Individual Characteristics ( $X_3$ ) | 4                     | 0.819            |          | Reliable |
| Employee performance (Y)             | 5                     | 0.912            |          | Reliable |

Based on the results of the analysis in Table 3, the Cronbach's Alpha values for each variable were found to be greater than 0.60. This indicates that the instrument is and the study can proceed

### Classical Assumption Test

#### a. Normality Test

Table 4. Normality Test Results

| Unstandardized Residual |       |
|-------------------------|-------|
| N                       | 35    |
| Asymp. Sig. (2-tailed)  | 0.200 |

Table 4 shows that the value of Asymp. Sig. (2-tailed) is 0.200. This value is greater than 0.05, which means that the variable in question can be said to be normally distributed.

#### b. Multicollinearity Test

Table 5. Multicollinearity Test Results

| Independent Variables                | Tolerance | VIF Value |
|--------------------------------------|-----------|-----------|
| Human Relations ( $X_1$ )            | 0.628     | 1.592     |
| Work-Life Balance ( $X_2$ )          | 0.690     | 1.449     |
| Individual Characteristics ( $X_3$ ) | 0.528     | 1.895     |

Table 5 shows that the value is greater than 0.10 and the VIF value is less than 10. Therefore, it can be concluded that there is no multicollinearity in the regression model.

#### c. Heteroscedasticity Test

Table 6. Heteroscedasticity Test Results

| Independent Variables                | Sig.  |
|--------------------------------------|-------|
| Human Relations ( $X_1$ )            | 0.103 |
| Work-Life Balance ( $X_2$ )          | 0.209 |
| Individual Characteristics ( $X_3$ ) | 0.780 |

Table 6 shows that the significance value between the independent variables and their absolute residual values (ABS\_RES) is greater than 0.05. This means that there is no heteroscedasticity in the regression model.

### Data Analysis Results

Table 7. Summary of Multiple Linear Regression Analysis Results

| Variables                       | Regression Coefficient | Beta  | T-value | Sig.  |
|---------------------------------|------------------------|-------|---------|-------|
| Constant                        | -3.447                 |       | -1.604  | 0.119 |
| Human Relations (X1)            | 0.768                  | 0.516 | 4.817   | 0.000 |
| Work-Life Balance (X2)          | 0.436                  | 0.250 | 2.446   | 0.020 |
| Individual Characteristics (X3) | 0.399                  | 0.288 | 2.466   | 0.019 |
| R                               |                        |       |         | 0.881 |

|                   |        |
|-------------------|--------|
| Adjusted R-Square | 0.776  |
| F                 | 35.861 |
| Sig. F            | 0.000  |

a. Results of Multiple Linear Regression Analysis

Based on the values in Table 7, the multiple linear regression equation will be:

$$Y = -3.447 + 0.768 X_1 + 0.436 X_2 + 0.399 X_3$$

Based on the multiple linear regression equation above, the regression line equation is derived, which provides the following information:

- 1)  $b_1 = 0.768$ , indicating that human relations have a positive effect on employee performance; this means that as human relations improve, employee performance will also improve.
- 2)  $b_2 = 0.436$ , indicating that work-life balance has a positive effect on employee performance; this means that as work-life balance improves, employee performance will also improve.
- 3)  $b_3 = 0.399$ , indicating that individual characteristics have a positive effect on employee performance; this means that as individual characteristics improve, employee performance will also improve.

The positive correlation coefficient indicates a direct relationship, meaning that as human relations, work-life balance, and individual characteristics improve, employee performance at New Moon Cafe Kedonganan also improves.

b. Coefficient of Determination

Based on the analysis results in Table 7, the coefficient of determination (Adjusted  $R^2$ ) is 0.776, meaning that the independent variables in this study—namely, human relations, work-life balance, and individual characteristics—can explain 77.6% of employee performance, while the remaining 22.4% is explained by other variables outside the model.

c. F-Test

Based on the analysis results in Table 7, the calculated F-value is 35.861 with a significance level of 0.000. Since the significance level is less than 0.05, it can be concluded that, simultaneously, the variables of human relations, work-life balance, and individual characteristics have a positive and significant effect on employee performance.

d. t-Test

Based on the analysis results in Table 7 above, the following conclusions can be drawn:

1) The Effect of Self-Efficacy on Employee Performance

Based on the results of the analysis, the calculated t-value for human relations is 4.817, the beta coefficient is 0.768, and the significance level is  $0.000 < 0.05$ . This indicates that human relations have a positive and significant effect on employee performance. This also means that the first hypothesis ( $H_1$ ) stating that human relations have a positive effect on employee performance at New Moon Cafe Kedonganan can be accepted.

2) The effect of work-life balance on employee performance

Based on the results of the analysis, the calculated t-value for work-life balance is 2.446, the beta coefficient is 0.436, and the significance level is  $0.020 < 0.05$ . This indicates that work-life balance has a positive and significant effect on employee performance. This also means that the second hypothesis ( $H_2$ )—which states that work-life balance has a positive effect on employee performance at New Moon Cafe Kedonganan—can be accepted.

3) The Effect of Individual Characteristics on Employee Performance

Based on the results of the analysis, the calculated t-value for individual characteristics is 2.466, the beta coefficient is 0.399, and the significance level is  $0.019 < 0.05$ . This indicates that individual characteristics have a positive and significant effect on employee performance. This also means that

the third hypothesis ( $H_3$ )—which states that individual characteristics have a positive effect on employee performance at New Moon Cafe Kedonganan—can be accepted.

## **Discussion**

### **The Effect of Human Relations on Employee Performance**

Based on the results of the analysis, it is shown that human relations have a positive and significant effect on employee performance; therefore, the first hypothesis, which states that human relations have a positive and significant effect on employee performance, is accepted. This means that the better the human relations, the higher the employee performance will be. According to Davis (2021), human relations are the interactions among people within the work environment. Within an organization, good relationships between individuals create a comfortable, mutually respectful, and open work environment. When everyone feels valued and treated well, work morale naturally increases. The effective implementation of human relations makes employees feel more motivated, not only to complete tasks but also to contribute to the fullest extent possible. This is reflected in a highly responsible work attitude and improved work quality. Research conducted by Kaslendra & Susanti (, 2022) found that human relations have a positive impact on employee performance. This means that the better the human relations, the better the employee performance. This is supported by research conducted by Faisar & Mesra (2023), Anggraini et al. (2024), and Handayani & Sebarudin (2024), who found that human relations have a positive effect on employee performance. Good human relations make employees feel comfortable at work and facilitate effective communication in the workplace.

### **The Effect of Work-Life Balance on Employee Performance**

The results of the analysis indicate that work-life balance has a positive and significant effect on employee performance; therefore, the second hypothesis—which states that work-life balance has a positive and significant effect on employee performance—is accepted. This means that the better the work-life balance, the higher the employee performance will be. Rihayana et al. (2025) state that maintaining a balance between work and family roles has a positive effect on employee behavior in the workplace. Schermerhorn (2022) explains that work-life balance is an individual's ability to balance work demands with personal and family needs. Work-life balance—the equilibrium between professional and personal life—is a critical factor influencing employee performance within an organization. When an employee has sufficient time for activities outside of work, such as spending time with family, resting, or pursuing hobbies, their physical and mental well-being is better maintained. This has a direct impact on productivity and work effectiveness. Employees with a good work-life balance tend to be more capable of completing tasks efficiently and have higher work motivation. Research conducted by Katili et al. (2021) found that work-life balance has a positive effect on employee performance. This means that the better the work-life balance, the better the employee's performance. This is supported by research conducted by Susanto et al. (2022), Nadhilah et al. (2024), and Syam et al. (2024), which states that work-life balance has a positive effect on employee performance.

### **The Influence of Individual Characteristics on Employee Performance**

Based on the analysis results, it is evident that individual characteristics have a positive and significant impact on employee performance; therefore, the third hypothesis—stating that individual characteristics have a positive and significant impact on employee performance—is accepted. This implies that the better the individual characteristics, the higher the employee performance will be. Individual characteristics are internal (interpersonal) factors that drive and influence individual behavior (Hurriyati, 2022). Employees with positive characteristics, such as discipline, responsibility, creativity, and a high level of initiative, tend to demonstrate good work performance. They are able to complete tasks efficiently, face challenges with optimism, and make meaningful contributions to the organization by maximizing their performance. Research conducted by Ajie & Supratikta (2021) found that individual characteristics have a positive influence on employee performance. This implies that the better the individual characteristics, the greater the improvement in employee performance. This is supported by research conducted by Zainuddin et al.

(2021), Yosiana et al. (2023), Sukma et al. (2023), and Kirani & Rahmadani (2023), which found that individual characteristics influence employee performance.

## 5. CONCLUSIONS AND LIMITATIONS

Based on the results, the following conclusions can be drawn: Human relations have a positive and significant effect on the performance of employees at New Moon Café Kedonganan Badung. The better the human relations, the higher the performance of employees at New Moon Café Kedonganan Badung will be. Work-life balance has a positive and significant effect on the performance of employees at New Moon Café Kedonganan Badung. The better the work-life balance, the higher the performance of employees at New Moon Café Kedonganan Badung will be. Individual characteristics have a positive and significant effect on the performance of employees at New Moon Café Kedonganan Badung. The better the individual characteristics, the higher the performance of employees at New Moon Café Kedonganan Badung will be.

## REFERENCES

- Afandi, P. (2021). *Manajemen sumber daya manusia (Teori, konsep dan indikator)*. Riau: Zanafa Publishing.
- Ajie, R. S., & Supratikta, H. (2021). The influence of individual characteristics on employee performance at PT. Cipta Selaras Abadi in Parung-Bogor. *Kontigensi: Jurnal Ilmiah Manajemen*, 9(2), 411–416.
- Anggraini, V., Purwanto, K., & Putri, D. E. (2024). Influence of human relations and work environment on employee performance at PT Perkebunan Nusantara IV Regional IV Kebun Rimbo Satu. *Jurnal Ekonomi*, 13(4), 922–929.
- Bintoro. (2021). *Manajemen sumber daya manusia*. Yogyakarta: Penerbit Gaya Media.
- Dalimunthe, H. (2018). Pengaruh gaya kepemimpinan dan motivasi kerja terhadap kinerja karyawan usaha pembungkusan garam. *Jurnal Konsep Bisnis dan Manajemen*, 5(1), [halaman tidak tersedia].
- Davis, G. B. (2021). *Analisis sistem informasi*. Yogyakarta: Andi.
- Effendy, U. O. (2021). *Ilmu komunikasi teori dan praktek*. Bandung: PT Remaja Rosdakarya.
- Faisal, A. Y., & Mesra, B. (2023). The influence of human relations and physical environmental conditions on employee performance through work ethic at the Department of Cooperations in the City of Binjai. *SINOMIKA Journal: Publikasi Ilmiah Bidang Ekonomi dan Akuntansi*, 2(3), 511–526.
- Hamali, A. Y. (2021). *Pemahaman manajemen sumber daya manusia*. Jakarta: CAPS (Center for Academic Publishing Service).
- Handayani, L. (2024). The influence of human relations and work discipline on employee performance at the Office of Kemantren City of Yogyakarta. *Malaysian Journal of Business, Economics and Management*, 57–61.
- Hanifah, N. (2022). *Memahami penelitian tindakan kelas teori dan aplikasinya*. Bandung: UPI Press.
- Hurriyati, R. (2022). *Bauran pemasaran dan loyalitas konsumen*. Bandung: Alfabeta.
- Husain, M., Mujanah, S., & Andjarwati, T. (2022). The effect of individual characteristics, resilient and work ability on intention to leave and employee performance at PT Clariant Adsorbent Indonesia, Gresik. *Jurnal Ekonomi dan Bisnis Jagaditha*, 9(1), 47–56.
- Katili, P. B., Wibowo, W., & Akbar, M. (2021). The effects of leadership styles, work-life balance, and employee engagement on employee performance. *Quantitative Economics and Management Studies*, 2(3), 199–205.
- Kirani, S., & Rahmadani, I. (2023). The influence of individual characteristics and work environment on employee performance at the Simalungun Samsat Office. *Jurnal Ilmiah Akuntansi Kesatuan*, 11(3), 481–492.
- Koslendra, E., & Susanti, F. (2022). The influence of human relations and the working environment towards employee work ethic: Case study at the South Coast District Inspectorate. *Bina Bangsa International Journal of Business and Management*, 2(1), 79–92.
- Lockwood, N. R. (2021). *Work-life balance: Challenges and solutions*. Society for Human Resource Management Research Quarterly, Alexandria, VA.
- Mangkunegara, A. A. P. (2021). *Manajemen sumber daya manusia*. Bandung: PT Remaja Rosdakarya.

- McDonald, P. K., & Bradley, L. (2022). Explanations for the provision utilisation gap in work-life policy. *Women in Management Review*, 20(1), 37–55.
- Nadhilah, M. K., Setiawan, M., & Susilowati, C. (2024). Work motivation and work-life balance on employee performance as mediated by job satisfaction. *International Journal of Research in Business and Social Science*, 13(7), 239–253.
- Noor, J. (2022). *Metodologi penelitian "Skripsi, tesis, disertasi, dan karya ilmiah"*. Jakarta: Kencana.
- Novelia, P. (2021). Hubungan antara work/life balance dan komitmen berorganisasi pada pegawai perempuan. *Jurnal Manajemen* [Fakultas Psikologi Universitas Indonesia], [volume dan halaman tidak tersedia].
- Nugraha, I. K. A. P., Suardhika, I. N., & Rihayana, I. G. (2023). Pengaruh karakteristik individu, kompetensi, dan iklim organisasi terhadap kinerja karyawan pada PT Telkom Cabang Ubud Gianyar. *VALUES*, 4(3), 699–711.
- Permadi, I. K. O., Diputra, I. K. S., & Sanjiwani, P. A. P. (2023). The effect of work-life balance and workload on job satisfaction to affect nurse performance. *Ekonomis: Journal of Economics and Business*, 7(2), 884–891.
- Priansa, D. J. (2021). *Perencanaan dan pengembangan SDM*. Bandung: Alfabeta.
- Purnamasari, A. (2021). Efikasi diri, dukungan sosial keluarga dan self regulated learning pada siswa kelas VII. *Indonesia Psychological Journal*, 8, 17–27.
- Rihayana, I. G., Suardhika, I. N., Darmawan, R., & Juniarta, K. (2023). Pengaruh pengembangan karir, motivasi dan karakteristik individu terhadap kinerja karyawan pada The Nyaman Hotel Bali. *Widya Amerta*, 10(1), 62–76.
- Rihayana, I. G., Suardhika, I. N., Arsha, I. M. R. M., & Suarthana, J. H. P. (2025). Building organizational commitment: How organizational culture shapes work-life balance and organizational citizenship behaviour? *EKUITAS (Jurnal Ekonomi dan Keuangan)*, 9(1), 60–81.
- Robbins, S. (2021). *Perilaku organisasi*. Jakarta: Salemba Empat.
- Rossa, W. M., Susanti, E. N., Hakim, L., Magdalena, L., Ratnasari, S. L., & Manurung, T. (2024). Pengaruh konflik kerja, stres kerja, kepuasan kerja dan work life balance terhadap kinerja karyawan. *Jurnal Dimensi*, 13(1), 214–226.
- Schermerhorn. (2022). *Management* (6th Asia-Pacific ed.). [Penerbit tidak tersedia].
- Siagian, S. P. (2021). *Manajemen sumber daya manusia* (Edisi 1, Cetakan ketiga belas). Jakarta: Bumi Aksara.
- Silaban, N. (2022). The influence of compensation and organizational commitment on employees' turnover intention. *IOSR Journal of Business and Management (IOSR-JBM)*, [volume dan halaman tidak tersedia].
- Sinambela, L. P. (2021). *Reformasi pelayanan publik*. Jakarta: Bumi Aksara.
- Sitorus, M., & Sianipar, J. H. (2024). Analisis pengaruh human relation (hubungan antar manusia) dan kondisi lingkungan kerja terhadap etos kerja dan kinerja karyawan PT. Torganda Medan. *Jurnal Ekonomi, Akuntansi dan Manajemen Nusantara*, 2(2), 73–81.
- Sukma. (2023). The influence of individual characteristics, work motivation and organizational support on employee performance. *International Journal*, [volume, nomor, dan halaman tidak tersedia].
- Surya, I. B. K., & Rihayana, I. G. (2024). The relationship of workload, work life balance and job stress on bank employees. *International Research Journal of Economics and Management Studies (IRJEMS)*, 3(4), [halaman tidak tersedia].
- Susanto, P., Hoque, M. E., Jannat, T., Emely, B., Zona, M. A., & Islam, M. A. (2022). Work-life balance, job satisfaction, and job performance of SMEs employees: The moderating role of family-supportive supervisor behaviors. *Frontiers in Psychology*, 13, 906876.
- Suwardani, M. (2021). Linking servant leadership to individual performance: Differentiating the mediating role of autonomy, competence, and relatedness need satisfaction. *The Leadership Quarterly*, 27, 124–141.
- Syam, L. M., Nurbaya, S., & Daweng, M. (2024). The influence of work life balance on employee performance at the Gowa Regency Education Office. *International Journal of Economic Research and Financial Accounting*, 2(3), [halaman tidak tersedia].

- Terry, G. (2021). *Dasar-dasar manajemen*. Jakarta: Bumi Aksara.
- Thoha, M. (2021). *Kepemimpinan dalam manajemen*. Jakarta: Raja Grafindo Persada.
- Yahya, M., & Sapnawati, I. (2021). Intensitas human relations, kematangan kepribadian karyawan, dan tingkat produktivitas kerja bagian sortir di PT. Dwi Kelinci Pati. *Jurnal Pendidikan Ilmu Sosial*, 22(1), [halaman tidak tersedia].
- Yosiana, N. G. A. A. D., Suardhika, I. N., & Rihayana, I. G. (2023). Pengaruh karakteristik individu, kompetensi dan komunikasi terhadap kinerja karyawan pada PT. Vegas Viva Ventury Bali. *VALUES*, 4(1), 166–178.
- Zainuddin, Z., & Djauhar, A. (2021). The influence of individual characteristics and work environment on employee performance at PT. Bosowa Berlian Motor, Kendari Branch. *Sultra Journal of Economic and Business*, 2(1), 42–54.