The Effect of Work-Life Balance on Employee Performance: Evidence from a Four-Star Hotel in Bandung, Indonesia

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ABSTRACT

Work-life balance has become a critical issue in the hospitality industry, which is characterized by high service demands, irregular working hours, and intense work pressure. Despite the growing body of literature on work-life balance and employee performance, empirical evidence focusing on the hospitality sector in Indonesia remains limited. This study aims to examine the effect of work-life balance on employee performance in a four-star hotel in Bandung, Indonesia. A quantitative approach with a descriptive and verificative design was employed. The research population consisted of 50 hotel employees, and a saturated sampling technique was applied. Data were collected using a structured questionnaire with a Likert scale and analyzed through simple linear regression. The results indicate that work-life balance has a positive and significant effect on employee performance, explaining 26.1% of performance variance. This finding suggests that while work-life balance plays an important role in enhancing employee performance, other factors also contribute substantially. The study provides empirical support for the strategic importance of work-life balance policies in service-oriented organizations and offers practical implications for hotel management in improving employee well-being, productivity, and retention. Furthermore, this research contributes to the literature by enriching contextual evidence from the Indonesian hospitality industry and highlighting directions for future research on comprehensive human resource management strategies.

Keywords: work-life balance; employee performance; hospitality industry; employee well-being; productivity

ABSTRAK

Work-life balance menjadi isu penting dalam industri perhotelan yang ditandai oleh tuntutan layanan tinggi, jam kerja tidak teratur, dan tekanan kerja yang intens. Meskipun penelitian mengenai work-life balance dan kinerja karyawan terus berkembang, bukti empiris yang secara spesifik mengkaji sektor perhotelan di Indonesia masih relatif terbatas. Penelitian ini bertujuan untuk menganalisis pengaruh work-life balance terhadap kinerja karyawan pada sebuah hotel bintang empat di Bandung, Indonesia. Penelitian ini menggunakan pendekatan kuantitatif dengan desain deskriptif dan verifikatif. Populasi

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penelitian terdiri dari 50 karyawan hotel dengan teknik sampling jenuh. Data dikumpulkan melalui kuesioner terstruktur menggunakan skala Likert dan dianalisis menggunakan regresi linear sederhana. Hasil penelitian menunjukkan bahwa work-life balance berpengaruh positif dan signifikan terhadap kinerja karyawan, dengan kontribusi sebesar 26,1%. Temuan ini mengindikasikan bahwa meskipun work-life balance merupakan faktor penting dalam meningkatkan kinerja karyawan, terdapat faktor lain yang juga berperan secara signifikan. Penelitian ini memberikan dukungan empiris terhadap pentingnya kebijakan work-life balance sebagai bagian dari strategi manajemen sumber daya manusia di organisasi jasa serta menawarkan implikasi praktis bagi manajemen hotel dalam meningkatkan kesejahteraan, produktivitas, dan retensi karyawan. Selain itu, penelitian ini memperkaya literatur dengan bukti kontekstual dari industri perhotelan di Indonesia dan membuka peluang penelitian lanjutan terkait pengelolaan sumber daya manusia secara komprehensif.

Kata kunci: work-life balance; kinerja karyawan; industri perhotelan; kesejahteraan kerja; produktivitas

INTRODUCTION

The hospitality industry has experienced significant growth in recent years. Based on data from the Central Statistics Agency (BPS), the number of domestic and foreign tourists staying in star-rated hotels has increased by 12% since 2019 (BPS, 2023). This increase has resulted in high demands on the workforce in the hospitality industry. However, along with the increasing need for labour, new challenges have emerged regarding the balance between work and employees' personal lives. Many employees face high work pressure, long working hours, and the demand to always provide the best service to hotel guests (Baghdadi & Fahes, 2023; Baquero, 2023; Grobelna, 2021; Haldorai et al., 2019) .

Work-life balance is a major concern in the workplace, especially in the hospitality sector, which has irregular working patterns. It shows that 68% of hotel employees experience stress due to an imbalance between work and personal life (Khan & Sreenivasan, 2024; Miranda, 2024; Yoo, 2023) . This imbalance has the potential to cause work-related exhaustion (*burnout*), decreased productivity, and increased employee *turnover*. Hotels that do not pay attention to employee well-being may experience a loss of quality labour, which will have an impact on the decline in service quality to customers (Baquero, 2023; Waqanimaravu & Arasanmi, 2020) .

Although various studies have discussed the importance of *work-life balance* in improving employee performance, there is still *a research gap* regarding the implementation of *work-life balance* policies in the hospitality industry in Indonesia. Most previous studies have focused on the corporate or manufacturing sectors, which have more regular work structures (Jung et al., 2023; Ko, 2020; Waqanimaravu & Arasanmi, 2020) . Therefore, this study aims to fill the research gap by analysing the relationship between *work-life balance* and employee performance in the hospitality sector, specifically at a 4-star hotel in Bandung.

The urgency of this research is further heightened by the shifting trends in human resource management within the hospitality industry. Companies are now beginning to realise that *work-life balance* is not just an additional policy, but a strategic factor in increasing employee satisfaction and productivity (Hariri et al., 2024; S. & S.N., 2023; Susanto et al., 2022a) . Work flexibility policies implemented in the service sector can increase employee performance by up to 30% (Antunes et al., 2023; Brega et al., 2023; Kumar & Singh, 2019) . Therefore, it is important for the hospitality industry to understand the impact of *work-life balance* on employee performance in order to increase their competitiveness.

Furthermore, in the context of the COVID-19 pandemic, work pressure in the hospitality industry has increased. Many hotels have experienced workforce reductions, resulting in a heavier workload for remaining employees (Hasnan & Supina, 2024) . In

these circumstances, hotel management is required to find strategies to keep employees productive without sacrificing their work-life balance. One solution is to implement *work- life balance* policies that provide flexibility without compromising service quality to customers (Brega et al., 2023; Singh et al., 2021) .

This research not only contributes to academic literature but also provides practical implications for hotel managers in developing policies that support employee well-being. By understanding the factors that influence *work-life balance*, companies can design more effective policies to improve employee well-being and retention (Medina-Garrido et al., 2020) . This is also in line with the principle of sustainability in the hospitality industry, which emphasises the importance of human resource well-being as part of long-term business success.

Thus, this study is expected to serve as a reference for academics and practitioners in developing better policies in the hospitality sector. In addition, this study also opens up opportunities for further studies on other factors that affect *work-life* balance, such as organisational culture and social support in the work environment (Irfan et al., 2023; S. & S.N., 2023; Stanley & Sebastine, 2023) . Using a data-driven approach, this research will provide recommendations that hotels can implement to enhance employee job satisfaction and productivity.

Despite the growing body of international literature examining the relationship between work-life balance and employee performance, empirical studies focusing on the hospitality sector in Indonesia remain limited. Most existing research has predominantly concentrated on manufacturing, corporate, or public-sector organizations, which typically operate under more structured and regular working systems. Consequently, empirical evidence capturing the unique working conditions of the Indonesian hospitality industry—characterized by shift work, high service intensity, and irregular working hours—is still underexplored. This gap highlights the need for context-specific studies that reflect the realities of service-oriented organizations in emerging economies such as Indonesia.

This study offers novelty by providing empirical evidence from a four-star hotel in Bandung, Indonesia, thereby enriching the literature with localized insights into the work-life balance–employee performance nexus within the hospitality sector. Beyond its contextual contribution, this research provides practical value by translating empirical findings into actionable human resource management implications, particularly in designing work-life balance policies that support employee well-being, productivity, and retention in hotel organizations.

Based on the identified research gap, the objective of this study is to analyze the effect of work-life balance on employee performance in the hospitality industry

LITERATURE REVIEW

Work-life balance is defined as the equilibrium between an individual's professional and personal life, enabling them to harmoniously manage both aspects (Greenhaus, 2011; S. & S.N., 2023) . This balance is crucial in the modern workplace as it contributes to employees' psychological and physical well-being. Employees with good *work-life balance* tend to have higher job satisfaction levels compared to those who experience imbalance (Abdirahman et al., 2020; Raghav & Sharma, 2025) . In the context of the hospitality industry, flexibility in work scheduling and remote work policies are key factors in improving *work-life balance* (Antunes et al., 2023; Brega et al., 2023; Soga et al., 2022) . Companies that implement policies supporting *work-life* balance also have higher employee retention rates (Brega et al., 2023; Masood, 2024; Onyekwelu et al., 2022a) . Therefore, it is important for companies to understand and implement strategies that support the balance between employees' work and personal lives.

Work-life balance consists of several key dimensions that are often used in research. (Berglund et al., 2021; HakemZadeh et al., 2024; Pooja Soni Et Al., & TJPRC, 2019) identifies three key dimensions, namely: (1) *Work Interference with Personal Life* (WIPL),

which is the extent to which work interferes with a person's personal life; (2) *Personal Life Interference with Work* (PLIW), which refers to the extent to which an individual's personal life affects their work; and (3) *Work/Personal Life Enhancement* (WPLE), which refers to the extent to which work and personal life can support each other. When companies provide adequate support for these dimensions, employee well-being and performance can increase significantly (Chu et al., 2024; Deniz & Kocabaş, 2024; Rumangkit & Zuriana, 2019) . Therefore, understanding the dimensions *of work-life balance* is very important in designing human resource policies.

In practice, various factors can influence an employee's *work-life balance*. The main factors that determine *work-life balance* include work flexibility policies, supportive leadership, and the level of work stress faced by employees (Rumangkit & Zuriana, 2019; S. & S.N., 2023; W & M, 2020) . It has been found that the role of technology in facilitating flexible work also has a significant impact on work-life balance (Gualano et al., 2023; Metselaar et al., 2023) . With the increasing trend of *hybrid* and *remote* work, more organisations are adopting policies that allow employees to work from home while maintaining a balance between their professional and personal lives (Orešković et al., 2023; Ropponen, 2025; Selvaraju, 2024; Wells et al., 2023) .

The positive impact of *work-life balance* on employees has been proven by various studies. It has been found that good *work-life balance* can reduce work stress levels by up to 40% and increase job satisfaction by 35% (Hoboubi et al., 2017; Onyekwelu et al., 2022b; Orešković et al., 2023; Susanto et al., 2022a) .) It shows that a well-maintained *work-life* balance contributes to increased organisational commitment and work productivity (Hutagalung et al., 2020; Inegbedion, 2024; Rumangkit & Zuriana, 2019) . Therefore, organisations seeking to enhance employee well-being and work effectiveness must pay greater attention to *work-life balance* policies.

Employee performance is the result of an individual's work in an organisation in accordance with their duties and responsibilities (Omar et al., 2022; Vuong & Nguyen, 2022; Zhenjing et al., 2022) . Factors that influence employee performance include competence, motivation, work environment, and balance between work and personal life (Aliyyah et al., 2022; Rumangkit & Zuriana, 2019; Zhenjing et al., 2022) . Employees who have a good *work-life balance* tend to be more productive than those who experience an imbalance between their personal life and work (Rumangkit & Zuriana, 2019; S. & S.N., 2023; Stankevičienė et al., 2021) .

Employee performance can be measured through several key aspects. (, there are five dimensions of employee performance, namely: (1) Work quantity, which is the amount of work that can be completed in a certain period; (2) Work quality, which is the level of perfection of the work performed; (3) Timeliness, which is the extent to which tasks are completed according to the set schedule; (4) Efficiency, which is the optimal use of resources in completing work; and (5) Independence, which is the extent to which employees can work without direct supervision. (shows that companies that support a work-life balance for their employees tend to have employees with higher levels of efficiency and productivity.

(Dsouza et al., 2023; Kristiana et al., 2024; Medina-Garrido et al., 2023) employee performance in the hospitality industry is highly dependent on their work well-being. Employees who feel stressed due to long working hours and excessive workloads tend to have lower productivity levels. Conversely, organisations that implement flexible work policies and provide psychological support to employees can significantly increase their productivity .D., 2022; Yamin & Pusparini, 2022) . This indicates that companies seeking to enhance their competitiveness should consider strategies to improve their employees' *work-life balance*.

A substantial body of empirical research has demonstrated that work-life balance (WLB) positively influences employee performance, primarily through improved psychological well-being, job satisfaction, and organizational commitment. Previous studies indicate that flexible working arrangements, supervisory support, and the ability to balance work demands with personal life contribute to higher productivity, efficiency,

and overall performance. These findings suggest that WLB serves as an important mechanism for reducing work-related stress and burnout, which in turn enhances employee performance.

However, other studies report inconsistent or weaker relationships between work-life balance and performance. In certain organizational contexts, the implementation of flexible work arrangements without adequate managerial support has led to role ambiguity, work intensification, and blurred boundaries between work and personal life. As a result, the positive impact of WLB on performance becomes insignificant or conditional. These mixed findings indicate that the effectiveness of work-life balance practices is highly context-dependent, influenced by industry characteristics, job design, and organizational systems.

This synthesis highlights that the relationship between work-life balance and employee performance cannot be universally generalized and requires empirical examination within specific industries that exhibit distinctive working conditions, such as the hospitality sector.

Work-life balance is particularly relevant in the hospitality industry due to its unique employment characteristics, including irregular working hours, shift-based schedules, high service intensity, and continuous interaction with customers. These conditions increase employees' exposure to work stress, emotional exhaustion, and fatigue, which may negatively affect service quality and performance if not properly managed. Unlike manufacturing or office-based sectors with relatively stable work structures, hospitality employees frequently experience fluctuating workloads influenced by occupancy rates, seasonality, and customer expectations.

In this context, work-life balance is not only associated with individual well-being but also directly linked to service quality, customer satisfaction, and organizational sustainability. Effective WLB policies enable hotel employees to recover physically and psychologically from work demands, thereby enhancing their ability to deliver consistent and high-quality service. Consequently, examining the role of work-life balance in improving employee performance is essential for developing more responsive and context-specific human resource management strategies in the hospitality industry.

Based on the synthesis of previous studies and the distinctive characteristics of the hospitality industry, this study proposes a simple conceptual framework that positions work-life balance as the independent variable and employee performance as the dependent variable. The framework assumes that employees who are able to maintain a balanced relationship between work responsibilities and personal life are more capable of performing their tasks efectively and efficiently.

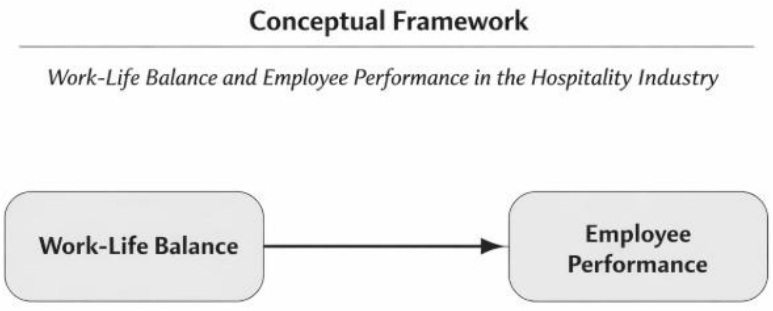

Figure 1. Conceptual Model of the Study.

The conceptual framework illustrates a direct relationship between work-life balance and employee performance. Work-life balance is conceptualized as a key factor that enables employees to manage work and personal life demands harmoniously, which subsequently leads to improved task quality, work efficiency, and overall employee

performance in the hospitality industry.

METHODS

This study employed a quantitative research approach with a descriptive and verificative design to examine the effect of work-life balance on employee performance in the hospitality industry. The verificative approach was used to test the hypothesized causal relationship between the independent and dependent variables using statistical analysis.

The population of this study consisted of all employees working at a four-star hotel in Bandung, Indonesia, totaling 50 employees. Given the relatively small population size, a saturated sampling technique was applied, whereby all members of the population were included as research respondents. This approach ensures comprehensive representation and minimizes sampling bias.

Primary data were collected using a structured questionnaire distributed to respondents. All measurement items were assessed using a five-point Likert scale, ranging from 1 (*strongly disagree*) to 5 (*strongly agree*).

The work-life balance variable was measured based on established dimensions in the literature, including balance between work demands and personal life, flexibility in working time, and perceived organizational support. Meanwhile, employee performance was measured through indicators reflecting work quality, work quantity, timeliness, efficiency, and independence in task completion. The indicators were adapted from relevant human resource management and performance measurement literature to ensure content validity.

Instrument validity was assessed through item validity testing, ensuring that each measurement item met acceptable correlation criteria. Reliability testing was conducted using Cronbach's Alpha, with all constructs demonstrating values above the minimum acceptable threshold, indicating satisfactory internal consistency. These tests confirm that the research instruments were appropriate for data analysis.

The collected data were analyzed using Statistical Package for the Social Sciences (SPSS) version 26. Data analysis consisted of two main stages. First, descriptive statistical analysis was performed to describe the characteristics and distribution of the research variables. Second, simple linear regression analysis was applied to test the effect of work-life balance on employee performance, as the study involved one independent variable and one dependent variable.

Prior to regression analysis, classical assumption tests were conducted, including normality, linearity, and heteroscedasticity tests, to ensure that the data met the assumptions required for linear regression analysis. Hypothesis testing was performed using the t-test with a significance level of 0.05.

RESULT

Classical Assumption Test

To determine whether the data used is normally distributed, a normality test is required. The normality test in this study uses the Kolmogorov-Smirnov test.

Table 1. Results of the Kolmogorov-Smirnov Normality Test

N	**50**
Normal Parameters	
Mean	0.00000
Standard Deviation	3.10446531
Most Extreme Differences	
Absolute	0.076
Positive	0.051
Negative	-0.076
Test Statistic	
Asymp. Sig. (two-tailed)	0.20

a: Test distribution is Normal.
b: Calculated from data.
c: Lilliefors Significance Correction.
d: This is a lower bound of the true significance.
Source: Author's work, 2024

Based on the normality test results in Table 1, a significance value of 0.200 was obtained. Based on the decision-making criteria, it can be stated that the data is normally distributed, where 0.200 > 0.05.

The linearity test aims to determine whether the data follows a linear pattern or not. If the data shows a linear pattern, the significance value (*sign*) will be greater than 0.05. Conversely, if the data does not follow a linear pattern, the significance value will be less than 0.05. The results of the data linearity test conducted using SPSS 26 are as follows.

Table 2. Results of the Linearity Assumption Test

Source of Variation	Sum of Squares	df	Mean Square	F	Sig.
Between Groups (Combined)	261.930	16	16,371	1,432	0.187
Performance					
Kanawan (Linearity)	168,872	1	168,872	14,562	0.001
Environmental					
Keris (Deviation from Linearity)	95.057	15	6.337	0.554	0.888
Within Groups	377,190	33	11,430		
Total	639,120	49	11,430		

Surce: Author's compilation, 2024

Based on the table above, the sign obtained is 0.888, meaning that in this case the sign is greater than α (0.888 > 0.05), so we can conclude that there is a linear relationship between *work-life balance* and employee performance. The heteroscedasticity test aims to assess whether there are differences in residual variance across observations in a linear regression model. Decision-making in the heteroscedasticity test is based on the Glejser test, which compares values; if the significance value is > 0.05, there is no evidence of heteroscedasticity.

Table 3. Results of the Glejser Heteroscedasticity Test

Model	Unstandardised Coefficients	Standardised Coefficients	t	Sig
	B	**Std. Error**	**Beta**	
1 (Constant)	1.762	2.507		0.703
Work Environment	0.017	0.053	0.045	0.313

Dependent Variable: ABS_RES
Source: Author's compilation, 2024

Based on the table above, the results of the heteroscedasticity test using the Glejser test show a sig. value of 0.756, which is greater than 0.05. Based on this decision criterion, it can be said that the regression model in this study does not have the same variance from one observation to another, so the regression model in this study is considered good or free from heteroscedasticity.

Hypothesis Testing

In this study, hypothesis testing was conducted to determine whether *work-life balance* has a significant effect on employee performance. Hypothesis testing was conducted using the t-test in simple linear regression. The hypotheses tested in this study are as follows:

1. H0 (Null Hypothesis)**:** *Work-life balance* does not affect employee performance.
2. H1 (Alternative Hypothesis): *Work-life balance* affects employee performance.

Testing criteria:

1. If t-count > t-table and the significance value < 0.05, then H0 is rejected and H1 is accepted, which means that there is a significant effect between *work-life balance* and employee performance.
2. If t-count ≤ t-table or significance value ≥ 0.05, then H0 is accepted and H1 is rejected, which means there is no significant effect.

Based on the regression test results, the t-count value is 5.891 and the t-table value is 2.010 (at α=0.05, df=48), with a significance value of 0.000 (<0.05).

Table 4. Hypothesis Test Results

Hypothesis	Calculated t-value	t-table (α=0.05, df=48)	Sig.	Conclusion
H0: Work-Life Balance does not affect Employee Performance	5.891	2.010	0.000	H0 rejected, H1 accepted (Significant)
H1: Work-life Balance affects Employee Performance	-	-	-	-

Source: Author's compilation, 2024

Based on the t-test results, it was found that the t-count (5.891) was greater than the t- table (2.010), and the significance value (0.000) was less than 0.05. Thus, H0 was rejected and H1 was accepted**,** which means that *work-life balance* has a significant effect on employee performance at 4-star hotels in Bandung**.**

Coefficient of determination (R-Square)

The coefficient of determination **(**R-Square) is used to determine the extent to which independent variables contribute to explaining dependent variables in a regression model. In this study, *work-life balance* as an independent variable was tested against employee performance as a dependent variable. The R-Square value of 0.261 indicates that 26.1% of employee performance variability can be explained by *work-life balance*, while 73.9% is influenced by other variables not examined in this study**.** Meanwhile, the Adjusted R-Square value of 0.245 indicates that after adjusting for sample size and variables, the model still has strong predictive power.

Table 6. Determination Coefficient Test Results

Model	R-Square	Adjusted R-Sqare	Conclusion
Work-life Balance on Employee Performance	0.261	0.245	Work-life Balance explains 26.1% of the variability in employee Performance, with the remaining 73.9% influenced by other factors.

Source: Author's analysis, 2024

Based on the results of the coefficient of determination test, *work-life balance* contributes 26.1% in explaining the variation in employee performance. However, there are still 73.9% of other variables outside of *work-life balance* that influence employee performance**,** such as work motivation, leadership, organisational environment, and employee economic welfare.

Therefore, it can be concluded that *work-life balance* is an important factor in improving employee performance, but companies also need to consider other factors to obtain a more comprehensive employee management model and optimally improve their productivity.

DISCUSSION

The findings of this study indicate that work-life balance (WLB) has a positive and significant effect on employee performance in the hospitality industry. This result is consistent with a substantial body of previous research reporting that employees who are able to balance work demands with personal life responsibilities tend to exhibit higher levels of productivity, efficiency, and work quality. Prior studies have demonstrated that effective work-life balance practices reduce work-related stress and emotional exhaustion, thereby enabling employees to perform their tasks more effectively.

The results of this study support earlier findings that highlight the importance of work-life balance in service-oriented industries, particularly those characterized by high emotional labor and customer interaction. Studies conducted in hospitality and tourism contexts have similarly found that work-life balance enhances employee well-being and contributes positively to performance outcomes. These supporting findings reinforce the argument that work-life balance serves as a critical human resource management strategy in industries that rely heavily on service quality and employee-customer interactions.

However, the present findings also align with research reporting moderate or context-dependent effects of work-life balance on employee performance. Some previous studies have indicated that the influence of work-life balance may weaken when organizational support systems are limited or when flexible work arrangements lead to role ambiguity and increased workload. This mixed evidence suggests that while work-life balance is important, its effectiveness depends on how it is implemented and supported within the organization.

The coefficient of determination (R^2) value of 0.261 indicates that work-life balance explains 26.1% of the variance in employee performance, which can be considered a moderate explanatory power in behavioral and organizational research. This result implies that work-life balance is a significant predictor of performance, yet it is not the sole determinant. Employee performance is inherently multifaceted and influenced by a range of individual, organizational, and environmental factors. Variables such as work motivation, leadership style, organizational culture, compensation, and job security are likely to account for the remaining variance in performance outcomes.

The relatively moderate contribution of work-life balance can also be explained by the specific working conditions of the hospitality industry. Hotel employees often operate under shift-based systems, irregular working hours, and fluctuating workloads driven by occupancy rates and service demand. In such an environment, even when work-life balance initiatives are present, employees may still experience physical fatigue and emotional pressure due to service expectations. Furthermore, the post-COVID-19 context has intensified work demands in many hotels as organizations attempt to recover operationally while maintaining service quality with limited staffing. These conditions may reduce the magnitude of the direct effect of work-life balance on performance.

From a contextual perspective, work culture in the hotel industry places strong emphasis on customer satisfaction, responsiveness, and flexibility, often requiring employees to prioritize organizational demands over personal needs. This cultural orientation may partially constrain the effectiveness of work-life balance policies, particularly if such policies are not consistently supported by management or embedded in organizational practices. Consequently, work-life balance should be viewed as a necessary but insufficient condition for achieving optimal employee performance in the hospitality sector.

The findings of this study underscore that while work-life balance plays an important role, it should be integrated with other human resource management practices to produce more substantial performance outcomes. Factors such as employee motivation, leadership quality, and organizational support are likely to interact with work-life balance in shaping employee performance. Therefore, future research is encouraged to incorporate these variables into more comprehensive models, potentially using multivariate or mediation-based approaches, to better capture the complexity of employee performance in the hospitality industry.

CONCLUSION

Based on the research results, it can be concluded that *work-life balance* has a significant effect on employee performance at 4-star hotels in Bandung**.** The regression analysis results show that 26.1% of employee performance variability can be explained by *work-life balance*, while the rest is influenced by other factors. This indicates that employees who have a balance between work and personal life tend to have higher performance levels than those who experience imbalance. Thus, organisations need to pay attention to the aspect *of work-life balance* as part of their human resource management strategy to increase employee productivity.

The hypothesis test results show that *work-life balance* has a significant effect on

employee performance, with a t-value of 5.891 and a significance value of 0.000, which means that this relationship is valid at a 95% confidence level**.** This shows that employees who have sufficient time for their personal lives, adequate rest, and a work environment that supports work-life balance will be better able to perform their jobs optimally. Therefore, companies should create policies that provide flexibility for employees to balance their work and personal lives.

Based on the research findings, it is recommended that hotel management implement more flexible policies to support employees' *work-life balance***.** One strategy that can be implemented is to provide flexible working hours, more adaptive leave, and employee welfare programmes, such as psychological support and health programmes. With these policies in place, it is hoped that employees will be able to work more comfortably and productively, which will ultimately have an impact on improving the quality of service provided to hotel guests.

This study found that there are still 73.9% other factors that influence employee performance beyond *work-life balance*, such as work motivation, organisational culture, and leadership style. Therefore, it is recommended that future research further examine these factors in order to obtain a more comprehensive picture of the variables that influence employee performance. Thus, companies can develop more holistic strategies to improve the welfare and productivity of their workforce.

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