

Research Article

Analysis of Employee Performance Determinants: The Role of Work Life Balance, Work Family Conflict, and Work Motivation

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Abstract: This study analyzes the determinants of employee performance through an investigation of the influence of work life balance, work family conflict, and work motivation in contemporary organizational contexts. A quantitative approach with a descriptive-verifiable design was applied to 100 permanent employee respondents who were selected using purposive sampling techniques. The research instrument in the form of a structured questionnaire with a five-point Likert scale has passed an adequate validity and reliability test. Data analysis used multiple linear regression techniques with the help of SPSS to test the research hypothesis. The results of the analysis showed that work motivation had a significant positive effect on employee performance ($\beta=0.629$; $p<0.001$), while work life balance showed a positive but insignificant effect ($\beta=0.198$; $p=0.056$), and work family conflict showed a negative influence that was not significant ($\beta=-0.012$; $p=0.888$). Simultaneously, the three independent variables explained 55.7% of the variance in employee performance (Adjusted $R^2=0.557$). The findings confirm the dominance of motivational factors in shaping optimal employee performance. The practical implications emphasize the need for organizations to develop strategies to increase work motivation through a comprehensive reward system and the creation of a conducive work environment to support the achievement of sustainable performance.

Keywords: Employee Performance; Family-Work Conflict; Organizational Determinants; Work Motivation; Work-Life Balance.

1. Introduction

Advances in information technology and global economic integration have given rise to complex problems in the administration of labor in various institutions. Employee productivity is a fundamental element that affects the achievement of company targets when dealing with intensive business competition in contemporary times. The transformation of the work model that has taken place in the recent period, especially after the COVID-19 health crisis, has modified the interaction between professional activities and the personal aspects of workers. This situation requires companies to comprehensively analyze variables that are able to affect staff productivity, especially related to the harmonization of professional-personal life, the tension between domestic responsibilities and work, and the internal motivation to work which is the primary determinant in the realization of the organization's vision (Balance et al., 2016).

Work-life balance has become a strategic issue in contemporary human resource management. Research conducted shows that work-life balance has a significant influence on employee performance, where employees who are able to balance the demands of work and personal life tend to show higher productivity (Prasetyo & Achmad, 2025). This phenomenon is increasingly relevant as organizations face the demands of increasing work flexibility while maintaining optimal performance standards. A good work-life balance not only affects

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individual employee satisfaction, but also has a direct impact on the overall operational effectiveness of the organization.

On the other hand, conflict between work and family life (work family conflict) is a challenge that cannot be ignored in the context of performance management. Work family conflict occurs when the demands of the work domain clash with family responsibilities, or vice versa, which can cause psychological distress and decrease the quality of employee performance. Recent studies indicate that work family conflict has a negative effect on employee performance, where the higher the level of conflict experienced, the lower the productivity and quality of work produced (Mubaraq, 2025). A comprehensive understanding of the dynamics of work family conflict is essential for organizations to develop effective mitigation strategies in maintaining a balance between organizational interests and employee well-being.

Work motivation as an intrinsic factor that drives employees to achieve optimal performance has been a major focus in various human resource management research. High work motivation not only increases individual productivity, but also contributes to the creation of a positive and innovative work climate. Empirical research shows that work motivation has a strong positive correlation with employee performance, with highly motivated employees tending to show greater commitment to achieving organizational goals (Minarika et al., 2020). In this context, work motivation serves as a catalyst that can optimize employee potential and encourage the creation of synergy between individual interests and organizational strategic goals.

The complexity of the relationship between work life balance, work family conflict, and work motivation to employee performance requires an in-depth and systematic analysis. Previous research has shown mixed results related to the strength and direction of influence of these three variables on employee performance, indicating the need for further studies to understand the mechanisms of interaction that occur (Salim et al., 2025). Some studies have found that work-life balance and work motivation have a significant positive effect on performance, while work family conflict shows a negative influence that can hinder the achievement of optimal performance (Hanum & Wijayanto, n.d.). The diversity of research results indicates the complexity of elements that impact labor productivity and the urgency of using a comprehensive strategy to analyze the interaction mechanisms that take place.

The phenomenon that occurs in the current work environment also shows a shift in employee priorities, where aspects of life balance and job satisfaction are becoming more and more important compared to financial compensation alone. The changing demographics of the workforce, especially with the entry of millennials and generation Z into the workforce, have changed the expectations and values held by employees. This new generation tends to prioritize work flexibility, self-development, and work-life balance, which impacts how organizations need to manage the factors that affect employee performance. This condition requires a more nuanced understanding of the interaction between work life balance, work family conflict, and work motivation in shaping employee performance in the contemporary era.

Drawing on the complexity of the issues that have been identified, this study seeks to evaluate the impact of professional-personal life balance, conflicts between domestic and work responsibilities, and internal work drives on overall employee productivity. The formulation of the research questions that are the focus of this study includes the following aspects: the extent to which the harmonization of career and personal aspects affects labor performance, how the tension between family and professional obligations impacts staff performance, what is the role of internal work stimuli in determining employee output, and how the combination of these three elements simultaneously affects employee productivity. This research aims to identify and examine primary variables that have an impact on labor performance, especially work-life balance functions, household-career conflicts, and motivational stimuli, in order to be able to contribute theoretical and applicative values to the development of more optimal HR administration strategies in improving institutional performance in a sustainable manner.

2. Literature Review

Work-life balance has become an important determinant in achieving optimal employee performance in the contemporary era. Research has shown that work-life balance has a positive but not significant effect on job satisfaction, which in turn plays a mediator in relation to employee performance (Angreni & Mahyuni, 2024). Similar findings identified that better acceptance of work-life balance benefits by employees contributes to improved performance, especially in Generation Z who have a progressive approach to maintaining the quality of their work (Angreni & Mahyuni, 2024). This study systematically reviewed 22 empirical studies to find a weak positive relationship between work-life balance policies and organizational financial performance, where flexibility in working hours and division of labor showed the strongest effectiveness (Assyahidah et al., 2024).

Work motivation as an intrinsic factor that drives performance achievement has been shown to have a significant role in various organizational contexts. A study of 69 academics in Malaysia revealed that work motivation acts as a moderator that strengthens the positive relationship between work-from-home practices and employee performance, creating a significant impact in the conditions of the COVID-19 pandemic (Biedma Ferrer & Medina Garrido, 2014). The results of this study show that highly motivated employees are able to maintain and even improve their performance despite working in challenging conditions. The conceptual framework of this study describes the causal relationship between work-life balance, work-family conflict, and work motivation on employee performance, where work-life balance and work motivation partially affect employee performance, while the three independent variables simultaneously affect dependent variables as shown in Figure 1.

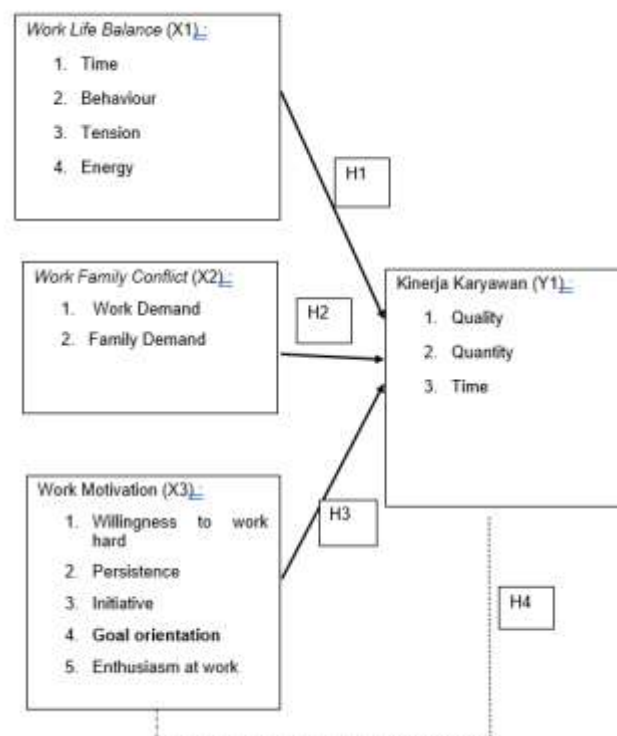


Figure 1. Conceptual Framework.

3. Proposed Methods

This study uses a quantitative approach with a descriptive and verifiable research design to analyze the influence of work life balance, work family conflict, and work motivation on employee performance. The quantitative method was chosen because it is able to provide an objective explanation through numerical measurements and systematic statistical analysis. The paradigm of this research is based on the philosophy of positivism which emphasizes hypothesis testing through empirical data that can be measured and analyzed statistically. The design of this study is cross-sectional where data collection is carried out at a certain time to

obtain a comprehensive picture of the relationship between research variables (Journal of Management and Entrepreneurship, 2024).

The population in this study is all permanent employees who work in organizations with the characteristics of having a minimum working period of one year and carrying out regular work activities. The sampling technique uses purposive sampling, which is a non-probability sampling technique where sample selection is based on certain criteria relevant to the research objective. The sample criteria set include employees with permanent employment status, have at least 12 months of work experience, and are actively working during the study period. The number of samples used was 100 respondents who met these criteria. The determination of this sample size was based on the consideration that multiple linear regression analysis with three independent variables required a minimum of 30 respondents, but to increase the validity and reliability of the research results, the sample size was increased to 100 respondents (Journal of Management and Entrepreneurship, 2024).

The main information acquisition is carried out through survey techniques by utilizing questionnaire measuring tools that have been specifically constructed based on the dimensions of the study variables. The questionnaire consisted of four main segments that assessed the harmonization of professional-personal life using 8 parameters, domestic-career responsibility conflicts with 4 parameters, work motivational stimuli through 10 parameters, and employee productivity with 6 parameters. Each item of the statement applies a five-level Likert scale ranging from strongly disagree to strongly agree to measure the views of the participants. The validity of the measuring tool is evaluated through the Pearson product moment correlation coefficient with the valid item criterion if the r -calculation value exceeds the r -table at a significance level of 0.05. The reliability of the instrument is assessed using Cronbach's Alpha value with a minimum limit of 0.70 to ensure the internal consistency of the research tool (Journal of Management and Entrepreneurship, 2024).

The evaluation of the information applies a descriptive and inferential statistical approach with the support of the latest version of SPSS software. The descriptive statistical study included the computation of mean, midpoint, mode, and standard deviation to describe the profile of the participants and the data distribution of each variable. Before implementing regression evaluation, classical assumption testing was carried out which included a normality test using Kolmogorov-Smirnov, a multicollinearity test using VIF and tolerance values, a heteroscedasticity test with a scatterplot, and an autocorrelation test using Durbin-Watson. Inferential evaluation applies multiple linear regression techniques to test the simultaneous and partial impact of free variables on bound variables. The regression formula applied is $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$, with Y being employee productivity, X_1 being the harmonization of professional-personal life, X_2 being the domestic-career responsibility conflict, X_3 being the motivational stimulus of work, α as a constant, β as the regression coefficient, and ϵ as an error component. The application of the multiple linear regression method in quantitative research provides the ability to examine the causal relationship between various independent variables and bound variables simultaneously (Machali, 2021).

4. Results and Discussion

Validity and Reliability of Research Instruments

Testing the validity and reliability of the instrument is a fundamental stage in ensuring the quality of measurement of research variables. The validity of the instrument was tested using Pearson's product moment correlation technique with the benchmark r -calculated value exceeding the r -table at a significance level of 0.05. The results of the validity test showed that all statement items in the four research variables had a correlation coefficient value that exceeded the minimum limit of r -table of 0.204, as presented in Table 1.

Table 1. Validity Test Results

Variable	Statement Items	Person Corellation	Sig.	r-table	Information
<i>Work Life Balace (X1)</i>	X1.1	.529**	0	204	Valid
	X1.2	.536**	0	204	Valid
	X1.3	.500**	0	204	Valid
	X1.4	.518**	0	204	Valid
	X1.5	.717**	0	204	Valid
	X1.6	.708**	0	204	Valid
	X1.7	.628**	0	204	Valid
	X1.8	.634**	0	204	Valid
<i>Work Family Conflict (X2)</i>	X2.1	.715**	0	204	Valid
	X2.2	.600**	0	204	Valid
	X2.3	.685**	0	204	Valid
	X2.4	.856**	0	204	Valid
Work Motivation (X3)	X3.1	.446**	0	204	Valid
	X3.2	.791**	0	204	Valid
	X3.3	.729**	0	204	Valid
	X3.4	.557**	0	204	Valid
	X3.5	.683**	0	204	Valid
	X3.6	.651**	0	204	Valid
	X3.7	.708**	0	204	Valid
	X3.8	.632**	0	204	Valid
	X3.9	.644**	0	205	Valid
	X3.10	.531**	0	206	Valid
Employee Performance (Y)	Y.1	.554**	0	204	Valid
	Y.2	.669**	0	204	Valid
	Y.3	.651**	0	204	Valid
	Y.4	.611**	0	204	Valid
	Y.5	.655**	0.001	205	Valid
	Y.6	.609**	0.002	206	Valid

The work-life balance variable showed a consistent level of validity with the highest correlation coefficient values in items X1.5 of 0.717 and X1.6 of 0.708, indicating that aspects of time balance and work flexibility are the strongest indicators in measuring the work-life balance construct. These findings are in line with research that identifies the importance of the flexibility dimension in establishing employee work-life balance (David, Adimasta, & Lataruva, 2025). The work family conflict variable showed robust validity with the highest coefficient value in item X2.4 of 0.856, indicating that the role conflict between family responsibilities and work demands is the most sensitive dimension in measuring the construct.

The work motivation variable showed an even distribution of validity with the highest coefficient values in items X3.2 of 0.791 and X3.3 of 0.729, indicating that aspects of reward and recognition of work are the dominant components in shaping employee motivation. These results are consistent with findings that emphasize the significant role of intrinsic factors in shaping employee work motivation (S. et al., 2025). The employee performance variable showed stable validity with coefficient values ranging from 0.554 to 0.669, where item Y.2 showed the highest value, indicating that work quality is the main indicator in employee performance measurement. The overall results of the validity test confirm that the research instrument is able to measure the intended construct with an adequate level of accuracy.

Multiple Linear Regression Analysis

Multiple linear regression evaluation was implemented to examine the impact of professional-personal life harmonization, domestic-career responsibility conflicts, and work motivational stimuli on employee productivity. The constructed regression formula indicates a mathematical equation that describes the causal correlation between research variables. The results of the multiple linear regression evaluation are presented in Table 2 which displays the regression coefficient for each independent variable along with its level of significance.

Table 2. Multiple Linear Regression Analysis Results.

Coefficient						
Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.211	2.21		3.263	0.002
	Work Life Balance	0.117	0.06	0.198	1.951	0.056
	Work Family Conflict	-0.007	0.048	-0.012	-0.14	0.888
	Work Motivation	0.354	0.057	0.629	6.174	0

a. Dependent Variable: Employee Performance

The regression equation formed is $Y = 7.211 + 0.117X_1 - 0.007X_2 + 0.354X_3$, where Y is employee performance, X_1 is work life balance, X_2 is work family conflict, and X_3 is work motivation. The constant of 7.211 indicates that without the influence of the three independent variables, employee performance has a base value of 7.211 units. The work-life balance regression coefficient of 0.117 indicates that every increase in one unit of work-life balance will increase employee performance by 0.117 units assuming other variables are constant.

The regression coefficient of work family conflict of -0.007 shows a very weak negative relationship with employee performance, where every increase in one unit of work family conflict will decrease employee performance by 0.007 units. These findings differ from theoretical expectations that predict a more substantial negative influence of work family conflict on performance. These results show that in the context of this study, work family conflict does not have a significant impact on employee performance, likely due to the existence of effective coping mechanisms or adequate organizational support. The work motivation regression coefficient of 0.354 was the highest among the three variables, indicating that work motivation had the most dominant influence on employee performance.

The standardized beta coefficients value provides an overview of the relative contribution of each variable to the dependent variable. Work motivation had the highest beta value of 0.629, indicating that this variable made the greatest contribution in explaining variance in employee performance. Work life balance has a beta value of 0.198, showing a moderate but still meaningful contribution to employee performance. Work family conflict has the smallest beta value of -0.012, confirming its minimal impact on employee performance. These results are in line with research that found that work-life balance acts as an important mediator between organizational support and employee performance, while work motivation has a significant direct impact (Gunawan et al., 2024).

Partial and Simultaneous Hypothesis Testing

Partial hypothesis testing was carried out using a t-test to assess the individual impact of each independent variable on the bound variable. The t-test outcomes are presented in Table 3 which displays the t-calculated value and significance level for each research variable. The evaluation criteria applied was to compare the t-calculated value with the t-table at a significance level of 0.05 with a degree of freedom of 96.

Table 3. Partial Test Results t.

Type	Coefficient			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1	(Constant)	7.211	2.21	3.263	0.002
	Work Life Balance	0.117	0.06	0.198	0.056
	Work Family Conflict	-0.007	0.048	-0.012	0.888
	Work Motivation	0.354	0.057	0.629	0.000

a. Dependent Variable: Employee Performance

The work-life balance variable showed a t-calculated value of 1.951 with a significance level of 0.056. Although a positive t-count value indicates the direction of the relationship according to the prediction, a significance level exceeding 0.05 indicates that the effect of work-life balance on employee performance is not statistically significant at the 95% confidence level. These findings contrast with research that found that work-life balance has a significant influence on employee performance through the mediation of affective commitment and job satisfaction (Fitriati, Darmawan, & Rachmawati, 2024). These differences in results can be due to different sample characteristics, organizational contexts, or research methodologies.

The variable of work family conflict showed a t-count value of -0.14 with a significance level of 0.888, indicating that the influence of work family conflict on employee performance was not statistically significant. Very small t-count values and high levels of significance indicate that work family conflict does not play a role as a determinant of employee performance in the context of this study. These results are different from theoretical findings that generally show a significant negative influence of work family conflict on performance. It is possible that factors such as family support, work flexibility, or effective time management strategies can mitigate the negative impact of work family conflict on employee performance.

The variable of work motivational stimulus indicated the most meaningful outcome with a t-calculation value of 6.174 and a significance level of 0.000. This number substantially exceeds the t-table and is below the significance level of 0.05, verifying that work motivational stimuli have a positive and meaningful impact on employee productivity. This finding is in line with previous research which classifies work motivational stimuli as the primary predictor of employee productivity (Hafit, Ahmad, Mustapha, Munna, & Rusdi, 2024). The high t-calculation number demonstrates that work motivational stimuli have a solid and consistent impact on employee productivity under various institutional conditions.

Simultaneous hypothesis testing was performed using the F test to evaluate the effect of all independent variables on dependent variables. The results of the F test are presented in Table 4 which shows the value of the F-calculation and its level of significance.

Table 4. Test F Results (Simultaneous).

NEW ERA						
Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	162.964	3	54.321	28.189	.000b
	Residual	119.476	62	1.927		
	Total	272.439	65			

a. Dependent Variable:
Employee Performance
b. Predictors: (Constant),
Work Motivation,
Work Family Conflict,
Work Life Balance

The F-calculation number reached 28.189 with a significance level of 0.000 indicating that simultaneously the harmonization of professional-personal life, domestic-career responsibilities conflicts, and work motivational stimuli had a significant impact on employee productivity. This outcome verifies that the regression formula applied in this research is appropriate and can be used to predict employee productivity. The significance of the evaluation F demonstrates that at least one of the three independent variables has an impact on the bound variable, which in this context is dominated by the contribution of the work motivational stimulus variable.

Coefficient of Determination and Model Strength

Determination coefficient analysis was implemented to assess the capabilities of the formula in describing the variations that occur in bound variables. The outcome of the determination coefficient test is presented in Table 5 which displays the values of R, R Square, Adjusted R Square, as well as Durbin-Watson statistics to examine the quality of the regression formula.

Table 5. Determination Coefficient Test Results.

Model Summaryb					
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.760a	0.577	0.557	1.388	2.230

a. Predictors: (Constant), Work Motivation, Work Family Conflict,
Work Life Balance
b. Dependent Variable: Employee Performance

An R score of 0.760 proves a solid correlation between the free variable and the bound variable. The correlation coefficient indicates the existence of a significant positive relationship between professional-personal life harmonization, domestic-career responsibilities conflict, and work motivational stimulus and employee productivity. The R Square score obtained of 0.577 shows that 57.7% of the fluctuations in employee productivity can be described by the three independent variables in the formula, while 42.3% of the residue is influenced by other elements that are not incorporated in this research. The findings indicate that the formula has adequate predictive capabilities, although there is still room for optimization by integrating additional variables.

The Adjusted R Square value of 0.557 provides a more conservative and realistic estimate of the capabilities of the formula in describing fluctuations in employee productivity after considering the quantity of free variables applied. The disparity between R Square and Adjusted R Square of 0.020 demonstrates that the addition of free variables in formulas makes a meaningful contribution to the predictive capabilities of the formula. These findings are in line with the conclusion that the harmonization of professional-personal life and transformational leadership has significant predictive capabilities for employee productivity in a teleworking environment (Imawan & Lesmana, 2024).

The Standard Error of the Estimate of 1.388 indicates the average error rate in predicting employee performance using regression models. This value is relatively small compared to the measurement scale range, indicating that the model has an adequate level of prediction accuracy. The Durbin-Watson value of 2.230 is in the acceptable range (between 1.5–2.5),

indicating that there are no autocorrelation issues in the regression model that could affect the validity of the analysis results.

Comparisons with previous studies show consistency of results in different contexts. For instance, Opatrná and Procházka (2023) found that work-life balance and work engagement significantly influence employee performance through the mediation of job satisfaction with comparable R Square values. Similarly, Putri et al. (2025) in a study of non-governmental organizations in Malaysia found that work-life balance, work motivation, and career development were the main determinants of employee performance with substantial model prediction ability.

Interpretation and Implications of Research Findings

The results show the complexity of the relationship between the variables studied with findings that partially support the initial hypothesis. Work motivation has been shown to be a major determinant of employee performance with a significant and substantive influence, as demonstrated by the highest regression coefficient values and very strong levels of significance. These findings confirm a motivational theory that emphasizes the role of intrinsic factors in driving optimal employee performance. In a practical context, these results indicate that organizations need to prioritize strategies to increase work motivation through a system of rewards, recognition of achievements, and the creation of a work environment conducive to employee self-actualization.

Work-life balance showed a positive but insignificant effect on employee performance, indicating that although work-life balance contributed to improved performance, the effect was not strong enough to achieve statistical significance in the context of this study. These findings can be explained through several theoretical and empirical perspectives. First, there may be mediator or moderator variables that affect the relationship between work-life balance and employee performance, as well as identifying the mediating role of affective commitment and job satisfaction. Second, the demographic characteristics and organizational context in this study may be different from previous studies that found a significant influence of work-life balance on performance.

Work-family conflict shows the most surprising results with negative influences that are not statistically significant on employee performance. These findings contrast with the majority of previous studies that identified work-family conflict as a factor that hinders employee performance. Several explanations can be put forward to explain these findings. First, it is likely that the respondents in this study have developed effective coping strategies to manage conflicts between work and family demands. Second, organizational support in the form of work-life balance policies and work flexibility may have mitigated the negative impact of work-family conflict on performance. Third, the characteristics of organizational culture and strong family values in the Indonesian context may influence the perception and management of work-family conflict (Ramos-Rodríguez, 2017).

The theoretical consequences of this research contribute to the progress of the workforce management literature by presenting empirical facts about the complexity of the relationship between factors that affect employee productivity. The results show that work motivation plays a major role in employee productivity systems, while work-life balance and work-family conflicts have a more subtle and situation-dependent influence. This finding reinforces the perspective of contingency theory that underscores the urgency of considering situational and contextual elements in understanding organizational symptoms (Thani et al., 2023).

The practical implications for organizational management include several strategic recommendations. First, organizations need to develop a performance management system that is oriented towards increasing employee work motivation through providing constructive feedback, recognition of achievements, and the creation of clear career paths. Second, even if work-life balance does not show a significant impact, organizations still need to maintain and develop policies that support work-life balance as part of retention and employee well-being strategies. Third, organizations can take advantage of the finding that work-family conflict has no significant effect by optimizing existing family support and work flexibility programs (Udin, 2023).

5. Conclusion

This study found the complexity of the determinants of employee productivity through a factual study of the impact of work-life balance, family-work conflicts, and work motivation. The findings of the compound linear regression analysis show that work drive functions as the main predictor with a significant positive impact on employee productivity ($\beta=0.629$; $t=6.174$; $p<0.001$), reinforcing the importance of internal elements in spurring the achievement of maximum performance. Work-life balance showed a positive but not statistically significant impact ($\beta=0.198$; $t=1.951$; $p=0.056$), indicating that work-life harmonization made a moderate contribution to performance in the organizational scope studied. Family-work conflict showed a meaningless negative impact ($\beta=-0.012$; $t=-0.14$; $p=0.888$), suggesting that the clash of roles between the family and profession realms is not a significant obstacle to employee productivity. Simultaneously, the three independent factors explained the 55.7% variation in employee productivity (Adjusted $R^2=0.557$; $F=28,189$; $p<0.001$). The theoretical consequences of this research contribute to the advancement of the workforce management literature by validating the dominance of motivational elements in the productivity ecosystem. The practical consequences underscore the need for institutions to optimize strategies to increase work motivation through a comprehensive appreciation mechanism, structured career development, and the formation of a work atmosphere that supports employee self-realization as a foundation for sustainable institutional performance improvement.

Theoretically, these findings extend the literature on human resource management by reinforcing the centrality of motivational drivers in shaping employee outcomes, while also showing that the effects of work-life balance and work-family conflict are highly context-dependent. Practically, the results provide clear implications for managers and policymakers: organizations should prioritize the design of motivation-enhancing systems—including fair rewards, recognition programs, and career development pathways—as strategic levers for performance improvement. At the same time, maintaining supportive work-life balance policies remains essential for retention and well-being, even if their direct impact on performance appears limited.

In conclusion, this research highlights that sustaining high employee motivation is a critical lever for achieving long-term organizational performance, while contextual approaches are needed to optimize the nuanced roles of work-life balance and work-family conflict in diverse work settings.

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