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Analysis Of Employee Performance Through Work-Life Balance, Workload, And Work Conflict At Nazeera Wedding Organizer

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Abstract

Business competition in various industrial sectors in this era of globalization, especially in the creative economy, is very tight. Service provider businesses such as Wedding Organizers (WO) have experienced rapid and significant growth in recent years. This growth creates great opportunities to develop professional businesses that provide planning, organizing, implementing, and evaluating wedding events that are in accordance with the wishes and expectations of clients. To achieve these goals, companies need quality human resources, including skilled and experienced teams and participation from many individuals. This study focuses on the analysis of the influence of work-life balance, workload, and work conflict on employee performance at Nazeera Wedding Organizer. The research sample consisted of 40 employees of the company, using a saturated sampling method. Data were collected through a questionnaire with a Likert scale and analyzed using SmartPLS software version 4 and Structural Equation Modeling (SEM). The results of the study indicate that work-life balance has a positive and significant effect on employee performance, while workload has a positive effect and work conflict has a negative and insignificant effect.

Keywords: Work-Life Balance, Workload, Work Conflict, Employee Performance

INTRODUCTION

In the current era of globalization, business competition is increasingly tight in various industrial sectors, especially in the creative economy. In the service provider

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business such as Wedding Organizer (WO), rapid development provides great opportunities to develop into a professional business. Nazeera Wedding Organizer is a company that provides planning, organizing, implementing, and evaluating wedding events that cover various aspects. To achieve these goals, the company must have adequate quality human resources and McDonald & Bradley (2005), such as a skilled and experienced team, and involve the participation of a large number of individuals. The success of a company does not only depend on financial wealth alone, but also on the ability and quality of performance of the employees involved in the company.

In a work environment that is different from other industries, employee performance is an important factor that influences the success of a wedding organizer company. According to Mangkunegara (2017), performance is the work results achieved by an employee, both in terms of quality and quantity, in carrying out tasks according to the responsibilities given. An employee is able to carry out his duties effectively if his performance is optimal, which in turn will produce satisfactory work results.

This research was conducted in one of the Wedding Organizer service businesses in East Jakarta, with an average dominated by adult employees so that they have other roles such as family, besides being employees. Wedding organizers often require employees to work under tight time pressure, handle various complex tasks, and interact with various related parties. Employee welfare is not only reflected in the financial aspect, but also in how well employees can balance their work life and personal life. In this context, work-life balance, which refers to the balance between work life and personal life, becomes important to understand.

According to the view, work-life balance refers to individual satisfaction with their role in the workplace, in line with their role in other aspects of life outside of work. Balance is considered a crucial factor in maintaining company productivity (Mangkunegara, 2011). Employees who are able to maintain this balance tend to be more motivated and productive in carrying out their duties. Conversely, poor work-life balance can cause stress, fatigue, and decreased motivation, which ultimately have a negative impact on employee performance.

Another factor that affects employee performance is workload. Workload arises from the interaction between job demands and work environment conditions, as well as workers' skills, behaviors, and perceptions of tasks that must be completed within a certain time limit. As a result, employee productivity is influenced by the workload they receive, which can be seen from their performance (Putri & Edalmen, 2023). An



appropriate workload can encourage employees to work harder and more productively. However, excessive workload can cause fatigue and decreased performance.

In addition, another factor that affects employee performance is work conflict. Workplace conflict is a situation where there is disharmony, tension, or differences of opinion between individuals or groups in the work environment. According to Rivai (2011), work conflict arises when two or more individuals or groups in an organization or company experience disagreement or incompatibility, either in the distribution of limited resources or in the implementation of work activities. This can be caused by differences in status, goals, values, or perceptions between them. Therefore, work conflict management is important in creating a harmonious and productive work environment.

Based on the explanation above, this study was conducted with the aim of finding out whether each variable of work-life balance, workload and work conflict has an effect on employee performance and how it affects the performance of employees working at Nazeera Wedding Organizer.

LITERATURE REVIEW

Ouchi's Theory Z makes certain assumptions about workers. One of these assumptions is that they seek to build cooperative working relationships with their coworkers. According to Theory Z, people want to maintain a work-life balance, and they value a work environment that considers things like family, culture, and tradition as important as the work itself. Under Theory Z management, workers not only have a sense of cohesion with their coworkers, they also develop a sense of order, discipline, and a moral obligation to work hard. Finally, Theory Z assumes that with the right management support, workers can be trusted to do their jobs to the best of their ability and to look after their own well-being and that of others.

Essentially, Theory Z aims to create a work environment that supports increased employee well-being and high productivity through an approach that focuses on the relationship between the company and its employees. Based on this theory, Theory Z can serve as a strong foundation in emphasizing the importance of variables such as work-life balance, workload, and work conflict on employee performance. Theory Z emphasizes the importance of a balance between employees' personal and professional lives. By applying the principles of Theory Z, companies can create a work environment that supports employees in achieving this balance. This can contribute to increased employee well-being and loyalty. Furthermore, Theory Z emphasizes the creation of a stable and productive work environment. By paying attention to the workload given to employees,

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companies can ensure that the workload does not exceed individual capacity, which can negatively impact employee performance and well-being. Managing workloads well in accordance with Theory Z principles can help improve employee performance. In addition, Theory Z also places emphasis on employee morale and satisfaction. Work conflict can disrupt employee morale and satisfaction, which can ultimately negatively affect their performance. By understanding the sources of work conflict and implementing Theory Z-influenced strategies to manage it, companies can create a work environment that supports optimal performance.

Work-Life Balance

Work-life balance is a term that refers to aspects of work, and specifically this will relate to an employee's personal life (Millenia & Masman, 2024). According to McDonald & Bradley (2005), work-life balance refers to an individual's satisfaction with their role at work, in line with their role in other aspects of life outside of work. Work-life balance refers to a way of working that allows employees to manage their responsibilities at work with their responsibilities outside the workplace, including at home or in a social environment (Ardiansyah & Surjanti, 2020).

Work-life balance is a situation in which a person is fully involved in work and activities outside of work, which can be defined through three aspects of balance: time, involvement, and satisfaction (Greenhaus & Powell, 2003). In addition, Greenhaus & Powell (2006) also argue that work-life balance reflects the extent to which individuals succeed in achieving effectiveness and satisfaction in their work and family responsibilities, which are in accordance with the priorities of the individual's life roles at a given time. Balance is considered a crucial factor in maintaining company productivity (Mangkunegara, 2011).

From the definition above, it can be concluded that work-life balance is a concept that refers to a balanced proportion between the time and energy that a person invests in work and activities outside of work, such as family, recreation, and social activities. This reflects an effort to achieve harmony between professional responsibilities and needs with the personal life and well-being of the individual. In this context, work-life balance also describes the balance between individual involvement in work and activities outside of work. Work-life balance is important to prevent fatigue, stress, and burnout, while increasing overall well-being and life satisfaction.

Factors that influence work-life balance according to Schabracq et al. (2003), the following are the factors:

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1) Organizational Policy and Work Culture

Organizations with policies that support work-life balance, such as flexible working hours, daycare facilities, and adequate leave, tend to help employees achieve a better balance.

2) Job Demands

The intensity and number of job demands, including long working hours and heavy workloads, often have a negative impact on work-life balance.

3) Social Support

Support from coworkers and superiors can influence an employee's ability to manage the demands of work and personal life. Strong social connections in the workplace can provide important emotional resources.

4) Technology

The use of technology, especially digital communications, allows for flexibility in work but can also cause work to 'leak' into personal life, making it difficult to separate the two.

5) Individual Characteristics

Differences in personality, personal values, and time management skills can influence how an individual balances the demands of work and personal life.

6) Gender Roles and Family Dynamics

Gender roles and expectations within the family also influence how well individuals can integrate the demands of work and personal life. For example, childcare and household responsibilities often have a greater impact on women.

Schabracq et al. (2003), emphasize the importance of understanding that work-life balance is not just the responsibility of the individual, but also the company. A holistic approach, including supportive policies from the organization, can help employees achieve a better balance between work and personal life.

There are dimensions to work-life balance according to Fisher et al. (2009), the four dimensions are:

- 1) Interference of Work with Personal Life (WIPL): How work can interfere with personal life, for example being too tired after work so that you cannot enjoy personal time.
- 2) Interference of Personal Life with Work (PLIW): How personal life can interfere with work, such as personal events that affect performance at work.
- 3) Enhancement of Work over Personal Life (WEPL): How work can improve the

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quality of personal life, such as skills or networks obtained from work that are useful for personal life.

- 4) Enhancement of Personal Life over Work (PLEW): How personal life can improve work performance, such as personal happiness that affects work productivity.

There are 3 indicators to measure work-life balance according to McDonald & Bradley (2005), namely:

- 1) Time balance

Time balance refers to a balanced allocation of time between tasks that must be done at work and activities outside of an individual's work.

- 2) Involvement balance

Involvement balance refers to the extent to which individuals are psychologically involved and committed to their work and activities outside of work.

- 3) Satisfaction balance.

Satisfaction balance refers to the level of individual satisfaction with the work they do and their activities outside of work

In a study conducted by Wolor et al. (2020) stated that work-life balance has a significant influence on employee performance. This means that work-life balance can affect the level of employee performance in a company. In a study by Ahmad et al. (2022) also stated that work-life balance has a positive impact. This shows that even though work pressure is high, with a good balance, performance can remain optimal. When employees can achieve a good balance between their work life and personal life, they tend to feel more satisfied, healthier physically and mentally, and more motivated. In addition, in a study conducted by Setyanti et al. (2022), stated that the results of the work-life balance study on employee performance had a significant positive effect on employee performance. This means that most employees feel a balance between their personal life and work. The higher the work-life balance experienced by employees, the better their performance will be. This in turn can increase productivity, reduce absenteeism, and reduce the risk of fatigue or burnout. Overall, work-life balance has a positive impact on employees and also on the overall performance of the organization.

Workload

According to Putri & Edalmen (2023), workload is the result of the interaction between the requirements of the tasks given and the work environment in which the individual works, including aspects such as the workplace, skills, behavior, and

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perceptions of workers, all of which must be completed within a predetermined time limit. As a result, an employee's productivity is indirectly influenced by the level of workload they bear, which can be reflected through their performance.

Workload is considered a responsibility that is desired to be completed not only quickly, but also carefully and accurately, the existence of a deadline can increase motivation and enable employees to achieve optimal work results (Munandar in Kurniawan & Adiputra (2024)). Meanwhile, according to Koesomowidjojo (2017) states that workload includes all forms of tasks given to human resources, to be completed within a certain period of time. Continuing to Koesomowidjojo's view (2017), there are two factors that can affect a person's workload level, namely internal factors, such as gender, age, body posture, and health conditions, and external factors, such as work environment conditions, types of physical tasks faced, and the organizational structure in which they work.

From the definition above, it can be concluded that workload refers to the amount of work or responsibility that must be done by an individual or a team in a certain period of time. This definition covers various aspects, including the amount of work to be completed, the complexity of the tasks, and the time limit given to complete them.

Koesomowidjojo (2017), factors that affect a person's workload level can be divided into two major categories, namely internal factors and external factors. The explanation of each of these factors is as follows:

Internal Factors

1) Gender

Gender can affect how a person responds to physical and mental workloads due to differences in physical strength and emotional capacity that are sometimes associated with gender.

2) Age

Age affects stamina, physical strength, and mental resilience. Older workers may have more experience but may experience declines in some physical and cognitive abilities.

3) Posture

A person's physical condition and posture can affect how effectively they can perform certain tasks, especially those that involve physical exertion. Good posture and physical fitness support efficiency at work and reduce the risk of injury.



4) Health Conditions

General health, including the presence or absence of chronic medical conditions, affects how well a person can handle workload and stress. Conditions such as heart problems or diabetes can limit a person's work capacity.

External Factors

1) Work Environment Conditions

The temperature, ventilation, lighting, and noise in the workplace all impact worker performance and well-being. An uncomfortable work environment can increase physical and mental stress, thereby increasing workload.

2) Type of Physical Task

The nature of the physical task, including the severity of the load, repetitiveness of the movements, and duration of the activity, directly affects the level of fatigue and stress that workers experience. Tasks that require high physical strength or high precision typically increase the workload.

3) Organizational Structure

The way an organization is organized—including hierarchy, distribution of responsibilities, and role clarity—affects workers' stress and burnout levels. Inefficient structures can lead to confusion, role conflict, and increased workload due to inefficient communication and coordination.

According to Hart & Staveland (1988), there are 6 dimensions that encompass workload, namely:

- 1) Mental Demand: The level of mental effort required to complete a task, including task complexity, thinking, calculation, decision making, and memory application.
- 2) Physical Demand: The level of physical effort required to complete a task, including physical interactions such as pressing, twisting, pushing, and using other physical force.
- 3) Temporal Demand: The level of time pressure experienced during the task, including how quickly or intensely the task must be completed in the time available.
- 4) Performance: This measures the subject's perception of their success in achieving performance standards set by themselves or by the system. This includes the subject's satisfaction with their performance and the errors they may have made.
- 5) Effort: The mental and physical energy perceived to be necessary to meet a given demand. This relates to how much the subject feels they must work to achieve their level of performance.



Work Conflict

According to Widyaningrum (2019), conflict is when two or more parties feel that there is a mismatch between the existing situation and the desired goal, where one party prevents the other party from achieving that goal. Conflict can occur when a situation where two or more parties feel that there are differences in the organization that cause individual incompatibility between themselves and others (Rusdiana, 2015).

According to Hafsoh et al. (2023), conflict has the potential to have a positive impact, but it can also have a negative impact. This means that conflict management must be carried out carefully, because conflict can develop in various directions that can be beneficial or detrimental to organizational goals. If work demands are considered too heavy, it can cause high levels of stress in employees.

From the several definitions above, it can be concluded that work conflict is a disagreement between individuals or groups in the workplace that arises from differences of opinion, interests, or conflicting perceptions regarding goals, tasks, or ways of working. Such conflicts can arise in various forms, such as conflict between individuals, conflict between groups, or conflict between employees and management. Work conflict can affect team dynamics, productivity, and employee well-being and satisfaction. Work conflict is an important key in creating a harmonious and productive work environment.

According to Mangkunegara (2011), there are several factors that cause conflict in organizations, these factors include:

1) Ineffective Coordination

When coordination between individuals or departments in an organization is ineffective, misunderstandings and overlaps often occur in carrying out tasks that can trigger conflict.

2) Dependence in Carrying Out Tasks

Conflict can occur if a task is highly dependent on the work of other people or other departments. Delays or substandard work quality from one party can hamper the entire process and create conflict.

3) Unclear Tasks (no job description)

Ambiguity in roles and responsibilities can lead to uncertainty and conflict because employees may not understand the tasks and expectations directed at them.

4) Differences in Understanding Organizational Goals

If team members have different understandings of the organization's goals and targets, this can lead to internal conflict regarding the direction and strategy to be taken.



- 5) Differences in perception: Differences in how to view a situation, problem, or data can trigger conflict if not managed well through effective communication.
- 6) Differences in work orientation: Members of an organization may have different work orientations; some may focus on details while others may see the big picture. These differences can lead to conflict about how tasks should be performed.
- 7) Competitive Reward Systems
Reward systems that promote high levels of competition among employees can create conflict, especially if the system is perceived as unfair or if the rewards are highly coveted.
- 8) Inappropriate motivational strategies
Motivation methods that do not match employee needs and expectations can lead to dissatisfaction and conflict. It is important to understand what motivates employees and how to motivate them in a way that supports cooperation and productivity.

According to Rivai et al. (2015), the dimensions of work conflict cover various levels of interaction within an organization, ranging from internal personal conflict to inter-company conflict. Here is an explanation of the six dimensions of conflict:

- 1) Conflict Within an Individual (Intrapersonal Conflict)
This conflict occurs within an individual and is often related to conflicts between the needs, desires, and values held by the individual. This can involve ethical dilemmas or choices between personal and professional life.
- 2) Conflict Between Individuals (Interpersonal Conflict)
This conflict occurs between two or more people and is often caused by differences in personality, goals, opinions, or work styles. Interpersonal conflict can have a negative impact on communication and cooperation in the workplace.
- 3) Conflict Between Members (Intragroup Conflict)
This conflict occurs within a team or group, where group members have differences of opinion or disagreements regarding group goals, work methods, or task distribution.
- 4) Conflict Between Groups (Intergroup Conflict)
This conflict occurs between different groups or teams within an organization. This can be due to competition for resources, differences in goals between departments, or conflicts of interest.
- 5) Intra-organizational Conflict
This conflict occurs within a company involving organizational structures, such as conflicts between management and employees, or between various departments and divisions within the company.



6) Inter-organizational Conflict

This conflict occurs between two or more companies. This may occur due to market competition, patent infringement, or contractual disputes between companies.

According to Mangkunegara (2017), there are several indicators that can underlie the emergence of conflict within an organization. The following is a more detailed explanation for each of these indicators:

1) Lack of work coordination

Effective coordination is key to ensuring that all parts of the organization work harmoniously towards the same goal. When coordination between individuals, teams, or departments does not occur, it can lead to misunderstandings, duplication of work, and inefficiencies that ultimately trigger conflict.

2) Dependence in carrying out tasks

In many organizations, individual or team tasks are often interrelated, so that the smooth work of one party depends on the smooth work of the other party. If one party fails to fulfill its obligations, it can hinder overall progress and lead to conflict.

3) Differences in work orientation

Individuals in an organization may have different work orientations—some may focus on short-term results while others are oriented towards long-term results. These differences can lead to conflict about the approach that should be taken in the work.

4) Unclear tasks

If the job description or responsibilities of a task are unclear, this can lead to confusion and uncertainty. Individuals may not be sure what is expected of them, which can lead to conflict with coworkers who may have different expectations about the role.

In a study by Hafsoh et al. (2023), it was stated that work conflict has a negative and significant effect on employee performance. This finding means that the less conflict an employee experiences, the better their employee performance. By preventing work conflict, companies can create a more harmonious and supportive work environment, where employees can work effectively, focused, and productively. This will have a positive impact on achieving company goals and the overall well-being of employees.

In addition, in a study by Amriza et al. (2022) stated that workplace conflict has a significant negative effect on employee performance, indicating that a harmonious work environment is important for work effectiveness. Meanwhile, in the research of Nugrahayu et al. (2023) stated that work conflict has an important and significant effect on employee

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performance. This means that employee performance is affected by conflict in the workplace. This indicates that work conflict has a significant impact on employee performance. When employees experience work conflict, it can cause tension, stress, and discomfort that negatively affect their performance. Work conflict can interfere with employee focus, motivation, and work enthusiasm, thereby slowing down or even hindering the achievement of their work goals. Therefore, it is important for companies to manage work conflict in a constructive way and direct it towards solutions that strengthen team cooperation and performance.

Employee Performance

According to Sandika & Andani (2020), performance plays a key role in achieving the best work results. Employee performance is the result of activities carried out by team members in the production process, creating products or services according to their capacities and responsibilities (S. P. Robbins & Judge, 2017). According to Hasibuan (2012), an employee's performance refers to the achievement in carrying out the tasks assigned to him/her, which depends on the ability, experience, perseverance, and time invested. In addition, performance involves the ability to interact, motivation, and opportunities for advancement (Fauziek & Yanuar, 2021).

Based on several definitions above, it can be concluded that employee performance refers to how well an individual carries out the work assigned within the scope of his/her work. This includes an evaluation of the work results produced, the level of productivity, the quality of work, and the level of achievement of the goals that have been set. In essence, employee performance is a measure of how effective and efficient an individual is in carrying out the tasks that are his/her responsibility in their work environment.

According to Sedarmayanti (2017), employee performance can be influenced by various complex and interrelated factors. The following is an explanation for each of the factors identified:

1) Attitude and Mentality:

- a) Work Motivation: The level of employee desire to complete tasks well, which can be influenced by internal and external incentives.
- b) Work Discipline: Employee commitment to the rules and standards set by the organization.
- c) Work Ethics: Moral principles adopted by employees in carrying out their duties.

2) Education: The level of formal education achieved by employees that affects their

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understanding and ability to carry out tasks.

- 3) Skills: Technical and non-technical abilities possessed by employees to carry out specific tasks.
- 4) Leadership Management: Leadership style and effectiveness in the organization that affects employee motivation and performance.
- 5) Income Level: The direct influence of income on employee motivation and jobsatisfaction.
- 6) Salary and Health: Fair and adequate salary and good health conditions support optimal employee performance.
- 7) Social Security: Protection provided to employees, such as health insurance and pensions, which increase a sense of security and job satisfaction.
- 8) Work Climate: A conducive work environment, including relationships between employees and with management, which affects performance and job satisfaction.
- 9) Facilities and Infrastructure: Availability and quality of tools, equipment, and work facilities that support work efficiency and effectiveness.
- 10) Technology: Use of the latest technology that supports employee productivity and performance efficiency.
- 11) Opportunity to Achieve: Opportunities given to employees to develop and demonstrate their competencies, which can increase motivation and job satisfaction.

According to Thevanes & Harikaran (in Mulyadi et al. (2024)), employee performance dimensions can be divided into 5 main categories, each of which has an important role in assessing individual effectiveness in the work environment. The following is an explanation of each of these dimensions:

1) Quantity of Work

Refers to the amount of work that can be completed by an employee in a certain period. The quantity of work assesses how productive the employee is in completing the tasks given.

2) Quality of Work

Related to the standard of work produced. This dimension evaluates the level of errors, accuracy, and adherence to work specifications set in the tasks completed.

3) Cooperative

Measuring the employee's ability to work effectively in a team. The cooperative aspect includes the ability to collaborate with coworkers, share resources, and contribute positively in a team environment.



4) Responsibility

Refers to the level of responsibility demonstrated by the employee towards his/her work. This includes reliability in completing tasks, meeting deadlines, and maintaining consistency in the quality of work.

5) Initiative

Evaluates the employee's ability to take proactive action and demonstrate a willingness to go beyond expected tasks. Initiative often involves looking for ways to improve work processes, addressing problems before they become serious, and proposing new ideas.

According to Robbins (2016), performance indicators are tools used to assess how far an employee's performance has been achieved. Here are 5 indicators for measuring employee performance:

1) Work Quality

Measuring how well the work results are produced by an employee. Work quality reflects the level of excellence and accuracy in carrying out its duties.

2) Quantity

Refers to the amount of work produced by an employee in a certain period of time. This indicator shows how productive an employee is in achieving the set work targets.

3) Punctuality

Assesses how punctual an employee is in completing his/her tasks. Punctuality is an important factor in ensuring the smooth running of the work process and achieving the company's goals.

4) Effectiveness

Refers to how well an employee achieves the desired results. This indicator measures the extent to which an employee is able to achieve goals and meet the set performance standards.

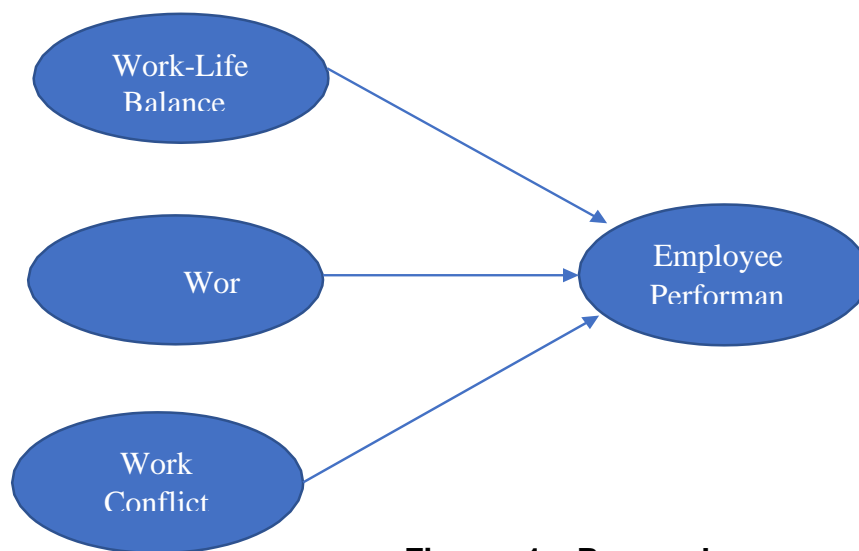
5) Independence

Reflects an employee's ability to work independently without the need for continuous guidance or supervision. This indicator shows the extent to which an employee can take the initiative and be responsible for his/her own work.



Framework and Hypothesis

This framework utilizes Theory Z to link work-life balance, workload, and work conflict with employee performance. The relationship between Work-Life Balance, Workload, and Work Conflict with Employee Performance is understood through the lens of Theory Z. Stability, participation, and long-term orientation are key in creating a work environment that supports balance, reduces workload, and resolves work conflict. Thus, through the lens of Theory Z, the relationship between work-lifebalance, workload, work conflict, and employee performance is understood as interrelated factors in creating a stable, participatory, and performance-oriented workenvironment. By considering these aspects, companies can improve employee performance and achieve organizational goals more efficiently.

**Figure 1: Research**

Based on the previously explained framework, the hypotheses proposed in this study are as follows:

H1: Work-Life Balance affects Employee

PerformanceH2: Workload affects Employee
Performance

H3: Work Conflict affects Employee Performance

RESEARCH METHOD

This study applies a quantitative method with a descriptive design, which is carried out by distributing questionnaires to NaZeera Wedding Organizer employees. The collected data are analyzed quantitatively to observe certain phenomena through the use of research instruments that have been provided. There are three independent variables considered, namely Work-Life Balance, Workload, and Work Conflict, while Employee Performance is the dependent variable.

The researcher decided that the characteristics of the population used include all Nazeera Wedding Organizer employees, both male and female. Meanwhile, the right method for selecting a sample to obtain representative results from the employee population at Nazeera Wedding Organizer is the saturated or census sampling technique. This is because the population is relatively small, which is less than 100 people. The saturated or census sampling technique is a sampling method in which all members of the population are selected as samples (Sugiyono, 2012).

The sample size in the saturated sampling technique is the same as the population size, because the researcher takes data from the entire population. In this case, it is all employees at Nazeera Wedding Organizer, totaling 40 respondents.

In this study, an analysis will be carried out using Structural Equation Modeling (SEM) with the help of Partial Least Square (PLS) software. PLS is a statistical method used in SEM. According to Hair et al. (2019), explains that using the PLS-SEM technique allows for the estimation of complex models involving many constructs, variables, indicators, and structural paths without requiring certain assumptions about the distribution of the data. The application used in PLS-SEM data processing is SmartPLS 4 to evaluate the structural model.

This study is based on data collection using primary data, namely by distributing questionnaires online using a digital form, namely Google Form. The questionnaire instrument consists of a number of questions related to the relevant variables in this study. This survey was distributed to Nazeera Wedding Organizer employees without limiting age and gender. After the data was collected, the analysis was carried out using SmartPLS 4 software with the PLS-SEM method. The advantage of this method lies in its ability to manage complex research models with many constructs and indicators.



Table 1. Operational Variables

No	Variable	Indicato r	Source
1.	<i>Work-Life Balance</i>	<ol style="list-style-type: none"> 1. <i>Time balance</i> 2. <i>Involvement balance</i> 3. <i>Satisfaction balance</i> 	McDonald & Bradley, (2005)
2.	Workload	<ol style="list-style-type: none"> 1. Working Conditions' 2. Working Time 3. Work Targets 	Koesomowidjojo, (2017)
3.	Work Conflict	<ol style="list-style-type: none"> 1. Work coordination is not done. 2. Dependence in carrying out tasks. 3. Differences in work orientation. 4. Unclear tasks. 	Mangkunegara, (2017 : 156)
4.	Employee Performance	<ol style="list-style-type: none"> 1. Work Quality 2. Quantity 3. Punctuality 4. Effectiveness 5. Independence 	S. Robbins (2016)

RESULTS

Validity Test and Reliability Test

In this study, construct validity was evaluated using a validity test measured through convergent validity. According to Ghazali I (2016), a loading factor value greater than 0.5 can still be accepted by checking the outer loadings table. The expected loading factor value limit is 0.5. When the loading factor value exceeds 0.5, then the validity confirmation can be considered fulfilled. Conversely, if the loading factor value is less than 0.5, then the construct needs to be eliminated from the analysis.

The results of the outer loadings table show that the loading factor value reaches more than 0.6, so it can be concluded that the established criteria have been met. Based on these findings, it can be concluded that all elements meet the recommended standards for testing convergent validity and have been recognized as valid.



In this study, reliability was tested using the Cronbach Alpha analysis method. Based on Hair Jr et al. (2014), a research tool is considered reliable if the Cronbach Alpha value reaches at least ≥ 0.60 . The Cronbach Alpha value approaching 1 indicates that the internal consistency of the measurement tool is getting higher.

The results of the analysis show that each variable has a Cronbach Alpha value above 0.7, indicating that the tool meets the criteria and can be considered reliable.

R- Square Test

According to Ghazali (2015), the R-squares values of 0.75, 0.50, and 0.25 indicate that the models can be considered to have different strengths, strong, moderate, and weak. The higher the R-square value approaching 1, the better the independent variable explains the variation in the dependent variable.

Table 2. Determination Coefficient

Variable	R-square	R-square adjusted
Employee Performance	0.537	0.499

Source: Primary Data, 2023

Based on the analysis conducted using SmartPLS, it was found that the Determination Coefficient of the Employee Performance (EP) variable was 0.537, indicating that the Work-Life Balance (WLB), Workload (WL), and Work Conflict (WC) variables were able to explain the Employee Performance (WC) variable by 53.7%. So it can be concluded that the model is considered moderate.

Effect Size Test

Effect Size (F^2) is used to assess the extent to which the independent variable affects the dependent variable. An Effect Size (F^2) value of 0.02 or more indicates a small effect, a value of 0.15 or more indicates a moderate effect, and a value of 0.35 or more indicates a large effect. (Prof. Dr. Imam Ghazali, 2020).

Table 3. Effect Size

Variabel	EP	Keterangan
WLB	0.179	Moderate



WL	0.104	Lemah
WC	0.085	Lemah
EP		

Source: Primary Data, 2023

Based on the Effect Size (F^2) value presented in the table above, the EP variable acts as a dependent variable, the effect of Work-Life Balance (WLB) on Employee Performance (EP) of 0.179 is considered moderate or can be said to have a moderate effect. While the effect of Workload (WL) on Employee Performance (EP) of 0.104 is considered weak or can be said to have a small effect. And, the effect of Work Conflict (WC) on Employee Performance (EP) of 0.085 is considered weak or can be said to have a small effect.

Path Coefficient

Path coefficient is used to describe the hypothesized relationship between constructs. The path coefficient value can range from -1 to 1; a positive value indicates a positive relationship between variables, a negative value indicates a negative relationship, and a value of zero indicates no relationship. The greater the absolute value of the path coefficient, the stronger the relationship between the two variables (Hair et al., 2016).

Tabel 4. Path Coefficient

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	t-statistics (O/STDEV)	P values
WL -> EP	0.302	0.332	0.183	1.647	0.1
WC -> EP	-0.212	-0.208	0.129	1.649	0.099
WLB -> EP	0.389	0.373	0.186	2.085	0.037

Source: Primary Data, 2023

Based on the results of the path coefficient in the table above, it can be concluded that the WLB variable against EP has a value of 0.389, indicating a positive relationship. Meanwhile, the WL variable against EP has a value of 0.302, which also indicates a positive relationship. Meanwhile, the WC variable against EP has a value of -0.208, indicating a negative relationship.



Hypothesis Testing

The last step in testing the inner model is hypothesis testing. According to Hair et al. (2016), states that through the bootstrapping technique, researchers can calculate the t value (T-statistics) and p value (P-value).

Table 5. Hypothesis Testing

Variabel	Original sample(O)	T statistics (O/STDEV)	P values
WL -> EP	0.302	1.647	0.1
WC -> EP	-0.212	1.649	0.099
WLB -> EP	0.389	2.085	0.037

DISCUSSION**Work-Life Balance has a significant influence on Employee Performance**

The results of the first hypothesis test stated that work-life balance has a significant effect on employee performance at Nazeera Wedding Organizer. This is because employees feel balanced and satisfied in their work and personal life as a whole, and employees feel they have flexible time to relax and do things that can be enjoyed outside of work, so that by implementing policies that support work-life balance, they can create a conducive work environment for employees to achieve their best performance. This study states that work-life balance has a positive and significant influence on employee performance, such as research conducted by Ahmad et al. (2022), states that work-life balance has a positive and significant influence on employee performance. This study states that the greater the employee's ability to combine work and personal life, the greater the company's performance. Furthermore, in a study conducted by Mulyadi et al. (2024), it states that work-life balance has a positive and significant influence on employee performance. This study states that a higher work-life balance can affect high performance. And, it is reinforced by research conducted by Setyanti et al. (2022), that work-life balance has a positive and significant effect on employee performance. This study states that most employees feel a balance between their personal life and work. Based on the frequency distribution, the variable work-life balance is perceived as very satisfying and performance is also perceived as very satisfying.



Workload Does Not Have A Significant Effect On Employee Performance

The results of the second hypothesis test state that workload does not have a significant effect on employee performance at Nazeera Wedding Organizer. This is because as the workload increases, employee performance tends to increase. However, despite this tendency, the increase in performance is not strong or consistent enough to be considered meaningful in a statistical context and also because many other factors also play a role, such as employees feeling they have a clear understanding of performance targets and employees feeling they can complete work tasks without having to work overtime too often, and policies and workplace atmosphere that support productivity and flexibility of working hours can reduce the impact of workload on performance. Therefore, management must consider these other factors in an effort to improve employee performance. This study can be said that workload does not have a significant effect on employee performance. This is supported by research by Putri & Edalmen (2023) which states that there is a positive but insignificant influence of the workload variable on employee performance. This study states that workload is not the main variable that influences performance and companies must be able to provide workloads according to their respective abilities and positions fairly and evenly. Furthermore, it is also supported by research by Wangsa & Edalmen (2022), which states that workload has a positive and insignificant effect on employee performance. And, it is reinforced by research by Septiana & Widjaja (2020) which states that workload has a positive and insignificant effect on employee performance, due to other more dominant factors such as management support and a conducive work environment.

Work Conflict Does Not Have a Significant Influence on Employee Performance

The results of the third hypothesis test state that work conflict does not have a significant effect on employee performance at Nazeera Wedding Organizer. This is because employees often have difficulty coordinating with coworkers in completing tasks and employees feel very dependent on others to complete their tasks. However, employees at Nazeera Wedding Organizer also have a high level of tolerance for work conflict so that the impact on their performance is not so pronounced. This is supported by Wang's research (2023), which states that the effect of management conflict on employee performance was found to be small and insignificant in several aspects, indicating that conflict management does not always have a direct effect on improving employee performance. In addition, it is also supported by research by Vitaloka et al. (2023), stating that conflicts that occur between employees do not have a significant

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impact because the level of conflict escalation is not too high is the same remains within manageable limits and does not interfere with performance. And, strongly supported by research by Ribeiro et al. (2023), stating that work conflict does not have a significant relationship with employee performance, although there is a hypothesis that work conflict will affect performance.

CONCLUSION

Work-Life Balance has a significant effect on employee performance at Nazeera Wedding Organizer. Work-Life Balance provides a sense of balance and satisfaction to employees in their work and personal life as a whole, and has flexible time to relax and do things that can be enjoyed outside of work, so that work-life balance can have a significant effect on employee performance. Workload does not have a significant effect on employee performance at Nazeera Wedding Organizer. With increasing workload, employee performance tends to increase. However, despite this tendency, the increase in performance is not strong enough or consistent to be considered significant in a statistical context. And also because many other factors also play a role. Work Conflict does not have a significant effect on employee performance at Nazeera Wedding Organizer. Employees feel inadequate work conflict such as often having difficulty coordinating with coworkers. However, employees at Nazeera Wedding Organizer also have a high level of tolerance for work conflict and are still within limits, so the impact on their performance is not so pronounced.

SUGGESTIONS

Suggestions for future research should involve more wedding organizers in various regions and use survey methods and in-depth interviews or observations for more comprehensive results. Advice for companies, Nazeera Wedding Organizer is recommended to implement flexible work policies, monitor employee workloads, especially during busy times, and hold employee wellness programs that include mental and physical health and counseling support.

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