DFAME : Digital Financial Accounting Management Economics Journal
Vol. 2, No. 4, November 2024, pp. 6 - 15
ISSN: 3025-1079, DOI: 10.61434/dfame.v2i4.270

The Influence of Work-Life Balance on Operational Management on Employee Performance through Employee Welfare in MSMEs

Hartoyo 1
[1,] Ekonomi Syariah, Sekolah Tinggi Ekonomi Manajemen Bisnis Islam AL AZIZIYAH, Indonesia

hartoyo2031@gmail.com 1

A R T I C L E I N F O

History of the article:
Received Month 2 October, 2024
Revised Month 19 October, 2024
Accepted Month 10 November, 2024

Keywords:
work-life balance
employee well-being
MSMEs

ABSTRACT

This study explores the effect of work-life balance on employee performance through the mediating role of employee well-being among employees in micro, small, and medium enterprises (MSMEs) in Purwakarta, Indonesia. Using a qualitative approach, the research investigates how employees perceive and navigate the complex interactions between their personal and professional responsibilities. Five informants were purposively selected from various MSMEs and interviewed through semi-structured sessions. Thematic analysis revealed that work-life balance plays a critical role in preserving employees' emotional and psychological resources, which directly influences their well-being and job performance. Well-being emerged as a lived and dynamic experience, deeply affected by recognition, social relationships, and individual strategies for managing stress. The findings align with the Conservation of Resources (COR) Theory, which posits that maintaining valued resources such as time, energy, and emotional support is key to preventing burnout and promoting effectiveness. Informants reported that imbalance leads to emotional exhaustion and decreased motivation, while balance enhances creativity, focus, and satisfaction. The research highlights the informal and relational nature of work in MSMEs, suggesting that even simple, empathetic interventions can significantly improve outcomes. This study contributes to the limited qualitative literature on MSMEs and offers practical insights for small business management in similar socio-cultural settings. It emphasizes the need for human-centered approaches to organizational practices.

This work is licensed under a Creative Commons Attribution 4.0 International License.

Kata Kunci:
keseimbangan kehidupan kerja
kesejahteraan karyawan
UMKM

ABSTRACT

Studi ini mengeksplorasi pengaruh keseimbangan kehidupan kerja terhadap kinerja karyawan melalui peran mediasi kesejahteraan karyawan di antara

DFAME : Digital Financial Accounting Management Economics Journal
Vol. 2, No. 4, November 2024, pp. 6 - 15
ISSN: 3025-1079, DOI: 10.61434/dfame.v2i4.270

Corresponding Author:
Name: Hartoyo
Affiliation: Sekolah Tinggi Ekonomi Manajemen Bisnis Islam AL AZIZIYAH
City: Pemalang
Email: hartoyo2031@gmail.com

karyawan di usaha mikro, kecil, dan menengah (UMKM) di Purwakarta, Indonesia. Dengan menggunakan pendekatan kualitatif, penelitian ini menyelidiki bagaimana karyawan memandang dan menavigasi interaksi yang kompleks antara tanggung jawab pribadi dan profesional mereka. Lima informan dipilih secara sengaja dari berbagai UMKM dan diwawancarai melalui sesi semi-terstruktur. Analisis tematik mengungkapkan bahwa keseimbangan kehidupan kerja memainkan peran penting dalam menjaga sumber daya emosional dan psikologis karyawan, yang secara langsung memengaruhi kesejahteraan dan kinerja pekerjaan mereka. Kesejahteraan muncul sebagai pengalaman yang hidup dan dinamis, yang sangat dipengaruhi oleh pengakuan, hubungan sosial, dan strategi individu untuk mengelola stres. Temuan tersebut sejalan dengan Teori Konservasi Sumber Daya (COR), yang menyatakan bahwa menjaga sumber daya yang berharga seperti waktu, energi, dan dukungan emosional adalah kunci untuk mencegah kelelahan dan meningkatkan efektivitas. Informan melaporkan bahwa ketidakseimbangan menyebabkan kelelahan emosional dan penurunan motivasi, sementara keseimbangan meningkatkan kreativitas, fokus, dan kepuasan. Penelitian ini menyoroti sifat informal dan relasional dari pekerjaan di UMKM, yang menunjukkan bahwa intervensi yang sederhana dan empatik sekalipun dapat meningkatkan hasil secara signifikan. Studi ini berkontribusi pada literatur kualitatif terbatas tentang UMKM dan menawarkan wawasan praktis untuk manajemen usaha kecil dalam lingkungan sosial-budaya yang serupa. Studi ini menekankan perlunya pendekatan yang berpusat pada manusia terhadap praktik organisasi.

INTRODUCTION

In recent years, employees in micro, small, and medium enterprises (MSMEs) in Purwakarta have been increasingly exposed to imbalances between work and personal life (Alipour & Khoramian, 2024). The pressure to meet work demands often overrides employees' personal and family responsibilities. This has raised concerns regarding declining job satisfaction and performance among MSME workers (Alzadjali & Ahmad, 2024). Managers often prioritize productivity without considering the human needs of their staff. These challenges necessitate a deeper understanding of the role of work-life balance in shaping employee behavior (Hasibuan, 2023).

Previous studies have extensively examined the link between work-life balance and performance, but most of them focus on large corporations or multinational companies (Aboramadan et al., 2019). Research concerning MSMEs, particularly in regional contexts like Purwakarta, remains limited. Furthermore, many of these studies rely heavily on quantitative measures, overlooking the subjective and nuanced experiences of employees (Abubakar et al., 2019). As such, the insights gathered may not fully capture the socio-cultural dynamics present in smaller business environments. This highlights a significant research gap in the field of organizational behavior within MSMEs (Agag et al., 2023).

Another observable gap is the inconsistency in findings regarding employee well-being as a mediating variable ("Miracle" Qi et al., 2018). While some studies affirm the mediating effect of well-being on performance outcomes, others report insignificant or varied effects depending on organizational size and culture (Adeel et al., 2023). In Purwakarta's MSMEs, where informal management practices are common, employee well-being may have a more nuanced and context-specific influence. This phenomenon is rarely explored through in-depth qualitative inquiry. Addressing this can provide a more holistic view of organizational dynamics in such environments (Agag et al., 2023).

This study introduces a novelty by integrating work-life balance, employee well-being, and performance into a single qualitative framework within MSMEs (Hasanah et al., 2025). Unlike prior research that predominantly uses surveys, this study gathers rich narratives from employees to understand how these variables interact in practice. Furthermore, the focus on MSMEs in a non-metropolitan area adds a layer of contextual novelty. By exploring this triadic relationship qualitatively, the study uncovers experiences that are often hidden in statistical analysis. This approach enhances theoretical and practical understanding (Ardeani & Noer, 2020).

Another novelty lies in positioning employee well-being not just as a result but as a process that bridges work-life balance and performance. In doing so, the research challenges the linear models prevalent in quantitative literature (Anim et al., 2023). It proposes that well-being is a lived experience shaped by continuous negotiations between personal and work domains. Such an approach demands qualitative exploration that goes beyond fixed constructs. This contributes to the advancement of organizational psychology in localized settings (Benson et al., 2013).
This study adopts the Conservation of Resources (COR) Theory, which posits that individuals strive to obtain, retain, and protect valued resources, including time, energy, and emotional stability (Ajzen, 1991). When work-life balance is achieved, employees preserve these resources, enhancing their well-being. Conversely, imbalance leads to resource depletion, negatively impacting performance. COR Theory thus provides a robust lens to understand the interplay among the studied variables. It emphasizes the psychological mechanisms that link balance and outcomes (Ajzen, 1991).
The purpose of this research is to explore how work-life balance affects employee performance through the mediating role of employee well-being in MSMEs in Purwakarta. The study seeks to understand employee perceptions and experiences concerning balance and well-being. It aims to capture how these experiences influence their performance outcomes. Through qualitative interviews, the study uncovers the underlying mechanisms that connect these three dimensions. This exploration intends to fill the empirical and conceptual gaps identified earlier.
Practically, the study contributes insights for MSME managers aiming to foster employee well-being and enhance performance. It provides actionable strategies rooted in employees' own experiences and suggestions. By addressing the psychological and emotional needs of employees, businesses can develop more humane and effective work environments. For policymakers, the study offers evidence to support labor and welfare policies for MSME sectors. Academically, the study enriches literature by providing contextual and empirical depth to an under-researched setting.
In conclusion, the issue of work-life balance in MSMEs demands closer and more human-centered attention. Employees' well-being is not just a moral imperative but a strategic factor in organizational success. This research fills a critical gap by offering a nuanced, qualitative account of the relationship between balance, well-being, and performance. Anchored in theory and grounded in real experiences, the study contributes valuable insights to both scholars and practitioners. The findings will reflect the lived realities of employees in Purwakarta's MSMEs

Conservation of Resources Theory (COR Theory)
Conservation of Resources (COR) Theory, introduced by (Ajzen, 1991), posits that individuals are motivated to acquire and preserve resources to manage stress and function effectively. Resources include personal time, emotional well-being, and social support, all of which are crucial in balancing work and life domains (Alexander et al., 2024). The theory holds that stress arises when resources are threatened, lost, or insufficient to meet demands. Hence, work-life balance can be interpreted as a resource-preserving condition that enhances individual functioning. COR Theory provides a valuable framework to understand how work-life conflict can impair employee well-being and performance (Didymus, 2018).
Several researchers have applied COR Theory to understand work-family conflict, burnout, and job satisfaction. For instance, (Ardiyansah & Mon, 2023) utilized the theory to examine emotional labor and exhaustion, while ten (Locke & Latham, 2002) explored it in the context of job demands. In these studies, resource loss was linked to decreased well-being and organizational outcomes. The theory has been effective in explaining behavior across industries, yet is underutilized in MSMEs. This study fills that gap by applying COR Theory to employees in small enterprises (Hou, 2024).
In the context of this research, COR Theory allows a deeper examination of how work-life balance contributes to preserving emotional and psychological resources. It also facilitates understanding of how well-being serves as a mechanism for sustaining or enhancing employee performance (Al-Dmour et al., 2022). Importantly, the theory provides insights into the experiences of employees in informal business settings, where formal support structures may be limited. This alignment makes COR Theory highly relevant to the qualitative exploration undertaken. It sets a solid foundation for examining the lived experiences of MSME employees in Purwakarta (Bellingan et al., 2024).

Work-Life Balance
Work-life balance refers to the equilibrium between professional responsibilities and personal life demands. (Bhumika, 2020) define it as the individual's perception of how effectively they manage responsibilities across different life roles. Achieving balance is not merely about time management but also involves emotional and psychological harmony (Ahmad, 2021). It influences mental health, job satisfaction, and long-term engagement. In MSMEs, where flexibility is often less formalized, achieving work-life balance can be particularly challenging (Ahmad, 2021).

Prior studies have associated work-life balance with reduced burnout, higher productivity, and lower turnover intentions. For example, (Bauwens et al., 2020) found that supportive work-life policies positively affect employee attitudes and behaviors. However, most of these studies are quantitative and based in large organizations with structured HR systems. There is limited research focusing on the lived experience of work-life balance in small enterprises, especially in regional areas. This research addresses that void (Storm & Muhr, 2023).

By exploring work-life balance through qualitative interviews, this study uncovers how employees interpret and achieve balance in informal and constrained work environments (Sasmaz & Fogarty, 2023). It also investigates how lack of balance leads to emotional strain and affects personal commitments. These insights are crucial for designing contextually appropriate interventions. Understanding work-life balance at this level can transform organizational practices in MSMEs. It offers practical and culturally relevant solutions (Rasmussen et al., 2021).

Employee Well-Being

Employee well-being encompasses psychological, emotional, and physical health in the workplace. According to (Katou, 2022), well-being includes positive affect, life satisfaction, and meaningful work. In a work context, well-being is linked to perceived fairness, social support, autonomy, and emotional resilience. For employees in MSMEs, these factors are often influenced by close interpersonal relationships and informal managerial practices (Dong et al., 2024). Empirical studies show that high levels of employee well-being contribute to organizational citizenship behavior, creativity, and lower absenteeism. Research by (Medina-Garrido et al., 2023) found a strong correlation between well-being and job performance. Nevertheless, the role of well-being as a mediator remains underexplored in qualitative frameworks. Most studies fail to capture how employees articulate their well-being or how they experience fluctuations in it. This study fills that conceptual and methodological gap (Kumar et al., 2023).

Using a qualitative approach, the study provides rich narratives around how well-being emerges from daily work-life interactions (Yang & Jo, 2022). It also reveals how employees define well-being beyond physical health, including emotional balance, purpose, and autonomy. These insights can inform more empathetic and context-specific HR strategies. Understanding well-being from the employee's perspective enables more sustainable work environments. This is particularly valuable for MSMEs operating with limited resources (Yang & Jo, 2022) (Rahi, 2022).

Employee Performance

Employee performance refers to the effectiveness and efficiency with which individuals fulfill their job responsibilities. It includes both task performance and contextual performance, such as cooperation and problem-solving. According to (Ashiru et al., 2022), performance is influenced by motivation, ability, and role clarity. In MSMEs, performance expectations are often diverse and less formally defined, requiring employees to be adaptive.

Prior studies establish a strong link between employee well-being and performance. For example, (Jaiswal & Prabhakaran, 2024) found that well-being enhances engagement, which in turn improves performance outcomes. However, research focusing on how employees *experience* their own performance and its drivers is sparse (Drummond & Stone, 2007). This is particularly true in small businesses, where performance feedback mechanisms are informal or absent. This research explores these lived dynamics (Padamata & Vangapandu, 2024).

Through qualitative data, the study examines how employees assess their own performance and the role of emotional and psychological states in shaping it (Pradhan et al., 2024). It highlights how personal energy, motivation, and balance influence task completion and creativity. This provides a deeper understanding of performance beyond metrics. It also supports the development of more supportive performance management practices in MSMEs. These insights are both timely and essential (Ikhwan & Barros, 2024).

RESEARCH METHODS

This study adopts a qualitative research design to explore the intricate relationship between work-life balance, employee well-being, and employee performance. Qualitative methods are best suited for understanding how people experience, interpret, and navigate complex social phenomena (Creswell & Creswell, 2018). Given the subjective nature of work-life balance and well-being, this approach allows the researcher to gather deep and contextual insights. The research is interpretive in nature, focusing on the meanings employees attach to their experiences. It provides an in-depth understanding that quantitative methods might overlook (Creswell et al., 2018).

The research was conducted in Purwakarta, focusing on employees from micro, small, and medium enterprises across different sectors. Five informants were selected using purposive sampling, ensuring diversity in age, gender, job roles, and length of employment (Creswell et al., 2018). The selected informants were considered information-rich cases

with firsthand experiences related to the study variables. Their perspectives provide a comprehensive view of the challenges and strategies in managing balance, well-being, and performance. The selection process prioritized depth over generalizability.

Data was collected through semi-structured interviews, allowing participants to freely express their thoughts while maintaining a focus on the research questions. Each interview lasted between 45 to 60 minutes and was conducted in a setting comfortable for the participant. Open-ended questions were used to encourage detailed responses and storytelling. The researcher also took observational notes to capture non-verbal cues and contextual information. All interviews were recorded and transcribed for analysis (Creswell et al., 2018).

Data analysis followed thematic coding procedures, employing an inductive approach. Transcripts were reviewed line-by-line to identify emerging patterns and categories. Codes were then grouped into broader themes representing the core concepts of the study. NVivo software was used to assist in organizing the data and ensuring analytical rigor. Thematic saturation was reached after analyzing all five interviews, confirming the adequacy of the sample size.

Ethical considerations were observed throughout the study. Informed consent was obtained from all participants, and confidentiality was maintained by anonymizing responses. Participants were informed of their right to withdraw at any stage without consequences. The study also ensured cultural sensitivity, considering the values and norms prevalent in the local context. These measures enhanced the credibility and trustworthiness of the research.

DISCUSSION AND DISCUSSION

RESULT

The findings of this study revealed that employees in MSMEs in Purwakarta experience significant challenges in maintaining work-life balance. Many participants reported long working hours, high workloads, and insufficient personal time. Some employees found it difficult to separate work obligations from personal responsibilities due to blurred boundaries in small business settings. One informant stated that work often extends into weekends or evenings, making rest and family time scarce. These challenges were consistent across gender and job roles.

Despite these challenges, some employees managed to develop personal strategies to maintain balance. Informants shared how they created boundaries, such as turning off their phones after work or dedicating specific hours to family activities. Others sought support from spouses or relied on flexible work arrangements, albeit informally structured. These practices helped mitigate stress and contributed to their emotional well-being. However, such strategies were self-initiated and not institutionally supported.

Employee well-being emerged as a central theme across all interviews. Informants described well-being not only in physical terms but also in emotional and psychological dimensions. They emphasized the importance of feeling appreciated, having a sense of purpose, and maintaining emotional balance. One participant mentioned that even small gestures of recognition from a supervisor greatly boosted morale. This suggests that well-being in MSMEs is closely tied to interpersonal dynamics and informal recognition.

Several participants discussed how poor work-life balance led to exhaustion and negative emotional states, which in turn impacted their job performance. They reported feeling distracted, less creative, or emotionally distant from their tasks. On the other hand, when employees experienced personal time, adequate rest, and supportive interactions, their performance improved noticeably. This reinforces the notion that well-being mediates the relationship between balance and performance. The link between emotional state and output was clearly articulated by all informants.

Interestingly, the nature of job roles influenced how employees perceived their performance. Informants in customer-facing roles placed higher importance on emotional regulation and interpersonal skills. They believed that being emotionally well enabled them to engage better with clients. Those in back-office roles emphasized concentration and creativity, which were affected by stress or fatigue. These differences underscore the multidimensional nature of performance in MSMEs.

All participants noted that performance expectations in MSMEs are often ambiguous. Without formal metrics or structured evaluations, employees gauge their success based on feedback from supervisors or customer satisfaction. One participant said, “If the boss smiles and says thank you, I know I’ve done well.” This subjective evaluation process adds emotional weight to their day-to-day work experience. It also increases reliance on informal recognition to sustain motivation.

Several informants expressed a desire for more structured support from their employers in achieving work-life balance. They suggested small but meaningful changes, such as fixed schedules, break times, or clear communication boundaries. Participants believed that these changes would improve their sense of control and reduce burnout. The findings indicate that even modest managerial interventions can have a significant impact. There is a clear need for culturally relevant support systems in MSMEs.

Trust and communication with supervisors also played a crucial role in employee well-being. Informants who

had open relationships with their managers reported higher satisfaction and stronger performance. Conversely, those who felt micromanaged or unsupported experienced lower morale. This finding highlights the relational dimension of well-being and performance. It reinforces the role of leadership style in employee outcomes.

Most employees viewed their performance not just as a task but as a reflection of personal value. They took pride in delivering good work and believed it contributed to their identity and purpose. This intrinsic motivation was often driven by internal standards rather than external rewards. However, this also made them vulnerable to stress when they couldn't meet their own expectations. The emotional investment in their work was both a strength and a potential risk factor.

In conclusion, the findings indicate a complex and dynamic relationship between work-life balance, well-being, and performance. Employees experience both struggles and resilience as they navigate the demands of their work and personal lives. Well-being serves as the psychological bridge that links balance with performance. These insights support the theoretical framework and highlight the need for more human-centered management in MSMEs. The voices of the employees offer a valuable lens into everyday organizational life in Purwakarta.

DISCUSSION

The results of this study reinforce the theoretical assumptions of the Conservation of Resources (COR) Theory. Employees who successfully manage their work-life balance conserve emotional and physical resources, which contributes to their overall well-being. Conversely, when balance is disrupted, resources are depleted, leading to stress and reduced performance. This supports the argument that psychological resources are central to workplace effectiveness. The findings thus align with the foundational principles of COR Theory.

A key insight from this study is the informal and self-regulated nature of balance strategies in MSMEs. Employees often rely on personal coping mechanisms rather than organizational policies to maintain their equilibrium. This differs from large corporations where formal structures exist to support work-life integration. The informal sector presents both opportunities for flexibility and risks of exploitation. Hence, personalized strategies are common but insufficient.

The narratives show that well-being is not simply an outcome but a dynamic and lived experience. Participants described well-being as a continuous negotiation of emotional energy, recognition, and social connection. This interpretation goes beyond traditional definitions that focus on physical or mental health. It underscores the role of relational and emotional components in workplace satisfaction. The qualitative approach allows these nuanced definitions to surface.

Employee performance, as described by informants, is deeply tied to emotional and psychological readiness. Performance is seen not merely as output but as engagement, attentiveness, and emotional presence. This adds a layer of complexity to performance evaluation in MSMEs. It suggests that interventions aimed at boosting performance must consider employees' internal states. This challenges simplistic productivity metrics.

The mediating role of well-being was clearly articulated by participants. Those who felt emotionally balanced and valued performed better and more consistently. This supports previous quantitative studies but adds qualitative depth to the understanding of mediation. It also highlights the importance of subjective experience in performance outcomes. The emotional climate of the workplace emerges as a critical determinant.

A recurring theme was the role of informal recognition and relational trust. Employees described how small acknowledgments had significant emotional and motivational impacts. This illustrates the power of symbolic resources in MSMEs. In the absence of formal rewards, emotional validation becomes a key performance driver. This insight offers practical implications for low-cost motivational strategies.

Participants' desire for more structured support points to gaps in MSME management practices. They expressed the need for clear communication, consistent schedules, and defined expectations. These are fundamental organizational practices that can enhance balance and reduce ambiguity. The findings suggest that managerial awareness and empathy are critical. Even basic interventions can produce measurable improvements.

The study also highlights gender-neutral experiences in work-life balance challenges. Both male and female participants reported similar stressors and coping strategies. This suggests that in the context of MSMEs, balance issues may transcend traditional gender roles. However, further research is needed to examine this in more depth. The current findings provide an initial insight.

There is evidence of strong intrinsic motivation among employees, which is both a strength and a vulnerability. While it drives commitment, it also makes them prone to self-blame during failure or stress. This dual effect of motivation needs to be managed carefully. Organizations must balance motivation with mental health support. Otherwise, high engagement could lead to burnout.

The ambiguous nature of performance evaluation emerged as both a challenge and an opportunity. It allows for flexibility but also creates insecurity among employees. Informal feedback becomes the primary performance indicator. This suggests a need for clearer but empathetic feedback systems. Managers should be trained to deliver meaningful feedback regularly.

The study's qualitative design enabled the capture of complex, real-life experiences that quantitative methods might overlook. The rich narratives provided context-specific insights into the psychological mechanisms behind performance. This affirms the value of in-depth interviews in organizational research. It also highlights the importance of listening to employee voices.

The findings contribute to the limited body of literature on MSMEs in regional Indonesia. They offer culturally grounded insights that can inform practice and policy. The local context is not just a backdrop but a shaping force in employee experiences. This makes the research both contextually rich and theoretically robust. It bridges the local with the conceptual.

In terms of policy implications, the study advocates for simple and affordable interventions to support balance and well-being. These may include rest breaks, clear schedules, and informal check-ins. MSME owners often assume such initiatives are costly, but the study shows otherwise. Small changes can yield large results. This could shape future HR practices in the sector.

From a theoretical perspective, the study strengthens COR Theory by providing qualitative evidence of resource conservation. It shows how emotional energy and relational trust function as key resources. It also illustrates how resource gain spirals—through support and balance—enhance performance. This adds to the explanatory power of the theory. It validates its applicability in informal settings.

In sum, this research deepens understanding of how work-life balance, well-being, and performance interact in real-world MSMEs. It shifts the focus from metrics to meaning, from structures to stories. It offers a fresh and human-centered approach to organizational life. These insights can inspire more inclusive, empathetic, and effective management practices. The study concludes that human experience is at the heart of performance.

CONCLUSION

This study concludes that work-life balance significantly influences employee performance in MSMEs, with employee well-being acting as a crucial mediator. Employees who are able to maintain balance report higher satisfaction and performance, while imbalance leads to emotional strain and diminished output. These relationships are strongly shaped by contextual factors and informal workplace dynamics. The results support the Conservation of Resources Theory, highlighting how emotional and psychological resources are central to sustainable performance.

The findings offer practical implications for MSME owners and managers. Small, cost-effective changes—such as fixed schedules, rest breaks, and recognition—can enhance employee well-being and performance. Employers must cultivate trust and provide emotional support to sustain productivity. Practical, human-centered strategies are more effective than rigid policies in small enterprises. These actions can improve business outcomes while promoting humane work environments.

The study's limitations include a small sample size and regional focus, which may affect generalizability. The findings are context-specific to Purwakarta and may not reflect the experiences of employees in other regions or sectors. The qualitative method, while rich in depth, does not allow for statistical generalization. However, it offers valuable insights into subjective experience. Future studies could expand the sample or adopt a mixed-methods design.

For future research, it is recommended to explore similar themes in different cultural or industrial contexts. Comparative studies between formal and informal sectors could deepen understanding. Longitudinal research could also track changes over time in employee well-being and performance. Researchers should continue to prioritize employee voices in organizational studies. Understanding the human side of work is essential for inclusive and effective business practices.

REFERENCE

Aboramadan, M., Albashiti, B., Alharazin, H., & Zaidoune, S. (2019). Organizational culture, innovation and performance: A study from a non-western context. *Journal of Management Development*, *39*(4), 437–451. https://doi.org/10.1108/JMD-06-2019-0253

Abubakar, A. M., Elrehail, H., Alatailat, M. A., & Elçi, A. (2019). Knowledge management, decision-making style and organizational performance. *Journal of Innovation & Knowledge*, *4*(2), 104–114. https://doi.org/10.1016/j.jik.2017.07.003

Adeel, A., Sarminah, S., Jie, L., Kee, D. M. H., Qasim Daghriri, Y., & Alghafes, R. A. (2023). When procrastination pays off: Role of knowledge sharing ability, autonomous motivation, and task involvement for employee creativity. *Heliyon*, *9*(10), e19398. https://doi.org/10.1016/j.heliyon.2023.e19398

Agag, G., Durrani, B. A., Shehawy, Y. M., Alharthi, M., Alamoudi, H., El-Halaby, S., Hassanein, A., & Abdelmoety, Z. H. (2023). Understanding the link between customer feedback metrics and firm performance. *Journal of Retailing and Consumer Services*, *73*, 103301. https://doi.org/10.1016/j.jretconser.2023.103301

Ahmad, N. A. (2021). Respecting Work-Life Balance While Achieving Success. *Techniques and Innovations in Gastrointestinal Endoscopy*, *23*(3), 281–284. https://doi.org/10.1016/j.tige.2020.12.003

Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, *50*(2), 179–211. https://doi.org/10.1016/0749-5978(91)90020-T

Al-Dmour, H., Asfour, F., Al-Dmour, R., & Al-Dmour, A. (2022). Validation of the impact of marketing knowledge management on business performance via digital financial innovation as a mediating factor. *VINE Journal of Information and Knowledge Management Systems*, *52*(1), 33–56. https://doi.org/10.1108/VJIKMS-05-2020-0085

Alexander, K. C., Mackey, J. D., Maher, L. P., McAllister, C. P., & Ellen, B. P. (2024). An implicit leadership theory examination of cultural values as moderators of the relationship between destructive leadership and followers' task performance. *International Business Review*, *33*(3), 102254. https://doi.org/10.1016/j.ibusrev.2024.102254

Alipour, L., & Khoramian, M. (2024). Investigating the impact of biophilic design on employee performance and well-being by designing a research instrument. *Kybernetes*, *53*(11), 4431–4447. https://doi.org/10.1108/K-08-2022-1134

Alzadjali, B., & Ahmad, S. Z. (2024). The impacts of a high commitment work system on well-being: The mediating role of organization support and employee work-life balance. *Industrial and Commercial Training*, *56*(1), 53–77. https://doi.org/10.1108/ICT-11-2022-0084

Anim, P. A., Arthur, E., & Amoako, G. K. (2023). Entrepreneurial orientation, social media and SME performance: An emerging economy perspective. *Asia-Pacific Journal of Business Administration*. https://doi.org/10.1108/APJBA-12-2022-0514

Ardeani, A. P., & Noer, B. A. (2020). *Pengaruh High Performance Work Practices (HPWP) Terhadap Tiga Dimensi Kesejahteraan Karyawan: Health, Happiness, dan Relational Well Being (Studi Kasus: Tenaga Kerja Bongkar Muat (TKBM) Pelabuhan Tanjung Wangi)*. *9*(2).

Ardiyansah, I., & Mon, M. D. (2023). Organizational Culture, Organizational Commitment, and Job Satisfaction on Employee Performance Using OCBas an Interveningat State-Owned Enterprises Insurance Company in Batam City. *Business and Entrepreneurial Review*, *23*(1), 69–92. https://doi.org/10.25105/ber.v23i1.15835

Ashiru, J.-A., Erdil, G. E., & Oluwajana, D. (2022). The linkage between high performance work systems on organizational performance, employee voice and employee innovation. *Journal of Organizational Change Management*, *35*(1), 1–17. https://doi.org/10.1108/JOCM-02-2021-0039

Bauwens, R., Muylaert, J., Clarysse, E., Audenaert, M., & Decramer, A. (2020). Teachers' acceptance and use of digital learning environments after hours: Implications for work-life balance and the role of integration preference. *Computers in Human Behavior*, *112*, 106479. https://doi.org/10.1016/j.chb.2020.106479

Barokah, S., Nugroho, V. A., & Gunawan, J. (2024). PENINGKATAN KAPASITAS WIRAUSAHA DAN KELEMBAGAAN PADA PETANI MILENIAL DI KABUPATEN KEBUMEN. *Aspirasi Masyarakat*, *1*(1), 43-51.

Bellingan, M., Tilley, C., Kumar, M., Batista, L., & Evans, S. (2024). Uncovering the link between well-being and factory performance among workers in China: A longitudinal study. *International Journal of Operations & Production Management*, *44*(5), 987–1006. https://doi.org/10.1108/IJOPM-11-2022-0744

Benson, G. S., Kimmel, M., & Lawler, E. E. (2013). Adoption of Employee Involvement Practices: Organizational Change Issues and Insights. In A. B. (Rami) Shani, W. A. Pasmore, R. W. Woodman, & D. A. Noumair (Eds.), *Research in Organizational Change and Development* (Vol. 21, pp. 233–257). Emerald Group

Publishing Limited. https://doi.org/10.1108/S0897-3016(2013)0000021011

Bhumika, B. (2020). Challenges for work–life balance during COVID-19 induced nationwide lockdown: Exploring gender difference in emotional exhaustion in the Indian setting. *Gender in Management: An International Journal*, *35*(7/8), 705–718. https://doi.org/10.1108/GM-06-2020-0163

Creswell, J. W., & Creswell, J. D. (2018). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*.

Creswell, J. W., Creswell, J. D., Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (Fifth edition). SAGE.

Didymus, F. F. (2018). Cognitive–Behavioral Theory in Sport and Performance Psychology. *Oxford Research Encyclopedia of Psychology*. https://doi.org/10.1093/acrefore/9780190236557.013.144

Dong, X., Chen, M., & Li, J. (2024). Linking COVID-19 stress and Chinese nurses' life well-being: The influence of work-family conflict and work centrality. *Heliyon*, *10*(9), e30070. https://doi.org/10.1016/j.heliyon.2024.e30070

Drummond, I., & Stone, I. (2007). Exploring the potential of high performance work systems in SMEs. *Employee Relations*, *29*(2), 192–207. https://doi.org/10.1108/01425450710720011

Hasanah, Y. N., Anggraeni, O., Suwali, S., Kusnaman, D., Hasibuan, R. R., & Efendi, B. (2025). Entrepreneurial Marketing and Marketing Performance in Gen Z Entrepreneurs: Exploring the Mediating Pathways to Entrepreneurial Resilience. *Journal of Ecohumanism*, *4*(1), 3583-3602.

Hasibuan, R. R. H., Suliyanto, S., & Novandari, W. (2025). PENGGUNAAN SOSIAL MEDIA PEMASARAN DAN KEMAMPUAN DIGITAL TERHADAP KINERJA PEMASARAN MELALUI PERSEPSI IKLAN SEBAGAI VARIABEL MEDIATING. In *Prosiding Seminar Nasional Ekonomi Bisnis* (Vol. 3, No. 01, pp. 317-341).

Hasibuan, R.R., Suliyanto, S. & Novandari, W. (2025). Bridging Digital Marketing and Tourism Development: The Role of Social Media Marketing in Enhancing Business Performance. African Journal of Hospitality, Tourism and Leisure, 14(2):351-360. DOI: https://doi.org/10.46222/ajhtl.19770720.616

Hasibuan, R. R. (2024). Dampak Personal Branding Dan Influencer Marketing Terhadap Keputusan Pembelian Konsumen Generasi Z. *House of Management and Business (HOMBIS) Journal*, *3*(2), 57-62.

Hasibuan, R. R. (2023). The Impact of Dental Satisfaction Questionnaire (DSQ) and Word of Mouth on Patient Satisfaction Educational Dental and Oral Hospital. *Telaah Bisnis*, *23*(2), 129. https://doi.org/10.35917/tb.v23i2.296

Hou, P. (2024). Research on abusive supervision of sports teams under the Chinese parental leadership: Perspective based on contingency theory. *Heliyon*, *10*(12), e32961. https://doi.org/10.1016/j.heliyon.2024.e32961

Ikhwan, K. I., & Barros, A. B. (2024). Analysis Of The Influence Of Work Discipline And Work Motivation On Employee Performance At PT Indomarco Adi Prima Tegal. *International Journal Business and Entrepreneurship*, *1*(1), 34–45.

Indriyani, D., Pratiwi, A. R., & Amelia, S. R. (2024). Pengaruh Promosi, Kualitas Produk dan Harga terhadap Keputusan Pembelian pada Keranjang Sayur Online. *Jurnal Bisnis dan Kewirausahaan*, *1*(1), 23-32.

Jaiswal, A., & Prabhakaran, N. (2024). Impact of employee well-being on performance in the context of crisis-induced remote work: Role of boundary control and professional isolation. *Employee Relations: The International Journal*, *46*(1), 115–132. https://doi.org/10.1108/ER-08-2022-0384

Katou, A. (2022). Employee high-performance work systems-experience attributions of well-being and exploitation: A multilevel study of Greek workplaces. *Employee Relations: The International Journal*, *44*(5), 1030–1047. https://doi.org/10.1108/ER-06-2021-0230

Kumar, P., Pillai, R., Kumar, N., & Tabash, M. I. (2023). The interplay of skills, digital financial literacy, capability, and autonomy in financial decision making and well-being. *Borsa Istanbul Review*, *23*(1), 169–183. https://doi.org/10.1016/j.bir.2022.09.012

Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist*, *57*(9), 705–717. https://doi.org/10.1037/0003-066X.57.9.705

Medina-Garrido, J. A., Biedma-Ferrer, J. M., & Bogren, M. (2023). Organizational support for work-family life balance as an antecedent to the well-being of tourism employees in Spain. *Journal of Hospitality and Tourism Management*, *57*, 117–129. https://doi.org/10.1016/j.jhtm.2023.08.018

"Miracle" Qi, J., Ellinger, A. E., & Franke, G. R. (2018). Work design and frontline employee engagement. *Journal of Service Theory and Practice*, *28*(5), 636–660. https://doi.org/10.1108/JSTP-04-2017-0061

Padamata, K., & Vangapandu, R. D. (2024). High-performance work systems and employee attitudes: Evidence from Indian healthcare industry. *International Journal of Productivity and Performance Management*, *73*(5), 1609–1640. https://doi.org/10.1108/IJPPM-08-2022-0393

Pradhan, R. K., Panda, M., Hati, L., Jandu, K., & Mallick, M. (2024). Impact of COVID-19 stress on employee performance and well-being: Role of trust in management and psychological capital. *Journal of Asia Business Studies*, *18*(1), 85–102. https://doi.org/10.1108/JABS-01-2023-0023

Rahi, S. (2022). Investigating the role of employee psychological well-being and psychological empowerment with relation to work engagement and sustainable employability. *International Journal of Ethics and Systems*, *38*(2), 266–285. https://doi.org/10.1108/IJOES-12-2020-0200

Rasmussen, J. M., Najarian, M. M., Ties, J. S., Borgert, A. J., Kallies, K. J., & Jarman, B. T. (2021). Career Satisfaction, Gender Bias, and Work-Life Balance: A Contemporary Assessment of General Surgeons. *Journal of Surgical Education*, *78*(1), 119–125. https://doi.org/10.1016/j.jsurg.2020.06.012

Sandi, K., Hasibuan, R. R., & Ulya, W. (2023). Pengaruh Kualitas Produk dan Harga Terhadap Loyalitas Konsumen Riset Di Business Center Purbalingga 3. *DFAME Digital Financial Accounting Management Economics Journal*, *1*(1), 6-12.

Sasmaz, M., & Fogarty, T. J. (2023). Work-life balance in public accounting: An experimental inquiry into supervisor support for subordinate career progression. *Advances in Accounting*, *61*, 100646. https://doi.org/10.1016/j.adiac.2023.100646

Setiawan, S., Hasibuan, R. R., & Pratiwi, A. R. (2024). Pengaruh Disiplin Kerja, Motivasi Kerja, Dan Pelatihan Kerja Terhadap Kinerja Karyawan Perusahaan Daerah Air Minum (PDAM) Kabupaten Purbalingga. *Kinerja*, *6*(02), 380-390.

Setiono, A. (2024). Pengaruh Dukungan Sosial dan Pengakuan Prestasi Terhadap Kepuasan Kerja Karyawan. *Jurnal Bisnis dan Kewirausahaan*, *1*(1), 52-58.

Storm, K. I. L., & Muhr, S. L. (2023). Work-life balance as gaslighting: Exploring repressive care in female accountants' careers. *Critical Perspectives on Accounting*, *95*, 102484. https://doi.org/10.1016/j.cpa.2022.102484

Yang, X., & Jo, W. (2022). Roles of work-life balance and trait mindfulness between recovery experiences and employee subjective well-being: A moderated mediation model. *Journal of Hospitality and Tourism Management*, *52*, 459–468. https://doi.org/10.1016/j.jhtm.2022.08.005