

THE EFFECT OF COMPETENCY, WORK LIFE BALANCE AND THE USE OF INFORMATION TECHNOLOGY ON EMPLOYEE PERFORMANCE AT THE BEST WESTERN KAMALA JIMBARAN HOTEL, BALI

Volume: 4
 Number: 3
 Page: 751 - 762

I Gusti Ngurah Putu Surya Pratama Putra¹, Ketut Sudarmini², Bayu Pasupati³
^{1,2,3}Faculty of Economics and Business, Warmadewa University, Denpasar, Bali, Indonesia

Corresponding author: I Gusti Ngurah Putu Surya Pratama Putra

E-mail: ngurahsurya2011@gmail.com

Article History:

Received: 2025-11-24
 Revised: 2025-12-11
 Accepted: 2026-01-18

Abstract:

This study aims to understand the extent to which each independent variable contributes to employee performance at the Best Western Kamala Jimbaran Hotel. This research uses a quantitative approach, analyzing multiple linear regression with 46 participants. Data were obtained from questionnaires that were tested for reliability and validity, as well as classical assumption tests, including multicollinearity, heteroscedasticity, and normality. Each independent variable contributed significantly and positively to employee performance. High employee competency, a balance between work and personal life, and optimal use of information technology will improve employee performance. Therefore, it is recommended that hotel managers develop competencies, support work-life equality, and maximize the use of information technology to improve performance.

Keywords: Competence, Work-life balance, Information Technology, Performance

INTRODUCTION

Bali's economy relies heavily on the tourism sector as a primary driver of regional growth. In 2023, tourism, including accommodation, food and beverage, contributed 23 percent of the total GRDP. Therefore, when external disruptions such as the pandemic, changes in travel policies, or fluctuations in tourist demand arise, Bali's economy will be under pressure due to the limited contribution of supporting sectors. The outlook for 2024 also shows continued tourism dominance, necessitating the strengthening of other sectors and economic diversification. In this context, the hotel industry in Badung Regency is a key pillar. However, the number of three-star hotels between 2020 and 2024 experienced fluctuations, increasing until 2023 and then declining sharply in 2024, indicating competitive pressures and market capacity adjustments.

The Best Western Kamala Jimbaran Hotel faces challenges such as suboptimal employee performance, which impacts the achievement of room sales targets and the quality of hotel operations. Room occupancy rates at the Best Western Jimbaran Hotel fluctuated during 2023–2024, despite an overall increase compared to the previous year. In 2022, the average occupancy rate reached 72%, while in 2023 it increased to 78%. Several months, such as June, October, and November, showed high occupancy rates, reaching 88%, 84%, and 88%, respectively. However, fluctuations were still visible in March and April, reaching only 65% and 55%, respectively, so occupancy rates are still not fully stable.

According to Putri (2020), performance reflects the results of job functions within a specific period and illustrates the extent to which an individual or group fulfills job requirements to achieve organizational goals. Similarly, Lilyana (2021) states that performance can be seen from the extent to which tasks and responsibilities are completed within a specific timeframe. Nurjaya (2021)



This open-access article is distributed under a Creative Commons Attribution (CC-BY-NC) 4.0 license

emphasizes that performance reflects the level of success in carrying out tasks to realize the company's vision and mission, while Nurhandayani (2022) adds that an agency's success is largely determined by employee performance in carrying out tasks to achieve set work targets. According to Yulianto (2020), increases and fluctuations in occupancy rates are closely related to employee performance, particularly in indicators of work quality and quantity. One of the problems that arises is the suboptimal competence of employees in carrying out their duties, especially when facing a surge in guest numbers during months with high occupancy rates.

Competence is a crucial factor influencing performance improvement. Triastuti (2021) explains that competence is a key aspect capable of improving employee work quality and productivity. Wibowo (2020) emphasizes that competence encompasses work attitudes, skills, and insight to enable an individual to perform their duties effectively. Sinaga (2020) highlights creativity and innovation as indicators of competence in completing tasks. Sutrisno (2022) adds that competence encompasses character, attitudes, and behaviors consistently displayed in the work environment, and Triastuti (2020) emphasizes competence as a fundamental characteristic that influences task effectiveness.

The Best Western Jimbaran Hotel also faces challenges in workforce quality and stability, which are not yet fully optimized due to the predominance of employees with relatively low levels of education and work experience. This situation has the potential to impact operational effectiveness and the quality of service to guests. An imbalance between education and work experience can hinder performance improvement, especially in the competitive hospitality industry, which demands professionalism. Based on the data, the majority of employees have a high school/vocational high school education background, followed by diplomas and bachelor's degrees. In terms of work experience, most have three years or less of experience, and the number of employees with more than five years of experience is relatively small.

Previous research has shown differing findings regarding the impact of competence on employee performance. Idayanti (2020) found that competence positively contributes to performance. Efendi (2021) also found that competence contributes positively to performance. Kusuma et al. (2025) explained that employees with good competence can improve their performance. However, this differs from Kharisma's (2021) perception, which found that competence does not contribute to performance.

Not only competence, but work-life balance can also influence employee performance. Hidayah (2021) stated that work-life balance is a crucial aspect for achieving job satisfaction because it allows individuals to balance their personal and work lives. Handayani (2020) defines work-life balance as a condition where employees can participate and feel satisfied in both work and family life, minimizing conflict due to time allocation and priorities. Suku and Susanty (2022) added that work-life balance can benefit both individuals and the company by increasing productivity and performance.

Based on observations and interviews, an imbalance in work-life balance was identified, particularly in terms of time balance and satisfaction balance. During peak seasons, workloads tend to be excessive, resulting in long working hours without adequate rest periods, indicating an imbalance between personal life and work. Furthermore, the lack of benefits for overtime leads to dissatisfaction, as employees feel the extra time given is not appreciated or that a commensurate work-life balance is not achieved.

Megaster et al. (2021) demonstrated that a balance in time, engagement, and satisfaction can foster positive employee performance. Sismawati and Lataruva (2020) also demonstrated a similar pattern, suggesting that work-life balance can improve performance. Satriansyah (2020) explained



that work-life balance positively contributes to performance, while Suku and Susanty (2022) also demonstrated that a good balance between personal life and work can improve performance. However, Saifullah (2020) found that work-life balance does not contribute to performance.

The next factor influencing employee performance is information technology. Saputra et al. (2023) explain the rapid development of information technology and its impact on supporting communication and business activities. Sudirman et al. (2024) emphasize that information and communication technology encompasses the use of technology in information management and data dissemination through various communication media. Upa et al. (2024) add that information technology encompasses the use of software and hardware to access, store, process, and disseminate digital data, thus contributing to work efficiency and effectiveness across various sectors.

Based on interviews, the digital booking and marketing systems used are not yet fully integrated with online travel agent platforms and social media, thus limiting market reach. Training in the use of the latest technology is also still minimal, so not all staff are able to optimize the system to improve work efficiency and service. This limited use of information technology limits the Best Western Jimbaran Hotel's opportunities to compete in the increasingly digital-dependent hospitality industry and has resulted in low room occupancy rates.

Harahap et al. (2023) found that information technology contributes positively to individual performance. Ilham et al. (2022) also found that information technology positively contributes to performance. Aminah et al. (2022) emphasized that the effective use of information technology will help improve individual performance. However, Sanjaya and Putra (2024) demonstrated that the use of information technology negatively impacts individual performance, indicating that technology effectiveness is heavily influenced by the readiness of human resources and work systems within an organization.

Goal Setting Theory. This theory asserts that individual behavior tends to be rational and under the control of personal awareness. However, a person's actions are not solely influenced by intentions but are also reinforced by external factors that contribute to the success of goal achievement. Locke (1978), as reiterated by Hen et al. (2022), explains that goals or desired states play a crucial role in motivating action, as individuals set specific targets, choose those targets, and then are motivated to strive until they achieve them. The goal-setting process can arise from one's own initiative or be established by the organization as part of work policies.

Technology Acceptance Model Theory (TAM). This theory is an adaptation of the Theory of Reasoned Action and is used to map user acceptance of technology. Davis (1989) emphasized that TAM is a causal link between user beliefs regarding the usefulness and ease of use of an information system and their attitudes and behaviors regarding the system's use. This model emphasizes that perceived ease of use and usefulness are the primary determinants of whether technology is accepted and utilized optimally to support work.

Employee Performance. Putri (2020) states that performance reflects the achievement of work functions within a specific period and indicates how well an individual or group meets work demands to achieve organizational goals. Similarly, Lilyana (2021) emphasizes that performance can be measured by the level of completion of tasks and responsibilities within the specified timeframe. Nurjaya (2021) emphasizes that performance reflects an employee's success in carrying out their duties to realize the company's vision and mission, while Nurhandayani (2022) adds that an organization's success is largely determined by employee performance in meeting established work targets.

Competence. Triastuti (2021) explains that competence is a crucial aspect that can improve employee productivity and work quality. Wibowo (2020) adds that competence encompasses three

main dimensions: work attitude, insight, and the skills needed to perform tasks optimally. Sinaga (2020) highlights creativity and innovation as indicators of competence in completing work. Sutrisno (2022) emphasizes that competence encompasses character, attitudes, and behaviors consistently displayed in the work environment.

Work-life balance. Work-life balance is considered an individual's ability to balance work demands with family commitments and other responsibilities outside of work (Megaster, 2021). Sismawati (2020) explains that this condition is achieved when employees are able to manage work and family roles by minimizing conflict through time management and prioritization. Endeka (2020) defines work-life balance as a form of employee satisfaction with the balance between personal time and work time. Jelana (2019) adds that employees who have a good work-life balance tend to be happier, more creative, and more productive because the support of the environment outside of work contributes to individual development.

Information Technology. Yudatama et al. (2023) explain that information technology is a field related to the use of computers and communication technology to manage, share, and produce data efficiently. This view is relevant to Saputra et al. (2023), who highlight the rapid development of information technology in the digital era, particularly its role in supporting communication and business activities. Sudirman et al. (2024) add that information and communication technology encompasses the use of technology in the management and distribution of information through various media, while Upa et al. (2024) emphasize that information technology involves the use of hardware and software to access, store, process, and disseminate digital information to support work effectiveness and efficiency.

The Influence of Competence, Work-Life Balance, and Information Technology on Employee Performance. Competence is a fundamental characteristic within an individual that influences how they think, behave, and act while performing their work (Triastuti, 2020). Work-life balance is a crucial aspect that organizations must pay attention to because it is closely related to employee productivity and job satisfaction (Megaster, 2021). Meanwhile, information technology is a field that emphasizes the use of computers and communication technology to produce, disseminate, and utilize information effectively and efficiently (Yudatama et al., 2023). Based on Goal Setting Theory, which emphasizes the importance of clear goals for improving performance, and the Technology Acceptance Model, which highlights technology acceptance through perceived usefulness and ease of use, it can be assumed that competence, work-life balance, and information technology contribute significantly to improving employee performance at Best Western Kamala Jimbaran. Based on these assumptions, the following hypothesis is formulated:

H1: Competence, work-life balance, and information technology contribute significantly to employee performance at Best Western Kamala Jimbaran.

The Influence of Competence on Employee Performance. Competence encompasses attitudes, skills, and insights that influence a person's ability to perform their duties in the workplace (Triastuti, 2020). From the perspective of Goal Setting Theory, competence helps individuals set specific and challenging work goals and then drive their achievement more effectively. Research by Idayanti (2020) and Efendi (2021) shows that competence positively contributes to performance. This finding is supported by Kusuma et al. (2025), who confirmed that competence positively contributes to performance. Based on these assumptions, the following hypothesis is formulated:

H2: Competence positively contributes to employee performance at Best Western Kamala Jimbaran.

The Influence of Work-Life Balance on Employee Performance. Work-life balance is a person's ability to balance work demands with personal and family life (Megaster, 2021). Based on Goal Setting Theory, a stable psychological state and individual well-being can strengthen



motivation and commitment to achieving work goals. Research by Megaster et al. (2021) and Sismawati and Lataruva (2020) demonstrated that time balance, engagement, and satisfaction foster positive attitudes that drive improved performance. Similar findings were also reported by Satriansyah (2020) and Suku and Susanty (2022), who found that work-life balance positively contributes to productivity and performance. Based on these assumptions, the following hypothesis is formulated:

H3: Work-life balance positively contributes to employee performance at Best Western Kamala Jimbaran.

The Influence of Information Technology on Employee Performance. Information technology is considered the use of computers and communication technologies to manage and disseminate information efficiently (Yudatama et al., 2023). Within the framework of Goal Setting Theory, technology serves as a tool to accelerate the achievement of work targets, while the Technology Acceptance Model explains that technology use is influenced by perceptions of usefulness and convenience (Davis, 1989). Research by Harahap et al. (2023) demonstrated that information technology positively contributes to employee performance. This finding aligns with those of Ilham et al. (2022) and Aminah et al. (2022), who found that the use of information technology can improve work efficiency, productivity, and interdepartmental coordination. Based on these assumptions, the following hypothesis is formulated:

H4: Information technology positively contributes to employee performance at Best Western Kamala Jimbaran.

METHODS

This study was conducted at the Best Western Kamala Jimbaran Hotel, Bali. The variables analyzed included competency, work-life balance, utilization of information technology, and employee performance at the Best Western Kamala Jimbaran Hotel. The population in this study was 46 employees, with 46 respondents determined through a saturated sampling technique or census method, so that all members of the population were sampled. Study data were obtained through observation, direct interviews, and questionnaires to measure respondents' attitudes, beliefs, and perceptions using a Likert scale. Furthermore, the data were processed using reliability tests, validity, classical assumptions, multiple linear regression, and the coefficient of determination (R^2).

RESULT AND DISCUSSION

Research Instrument Testing, Validity Test.

Table 1. Instrument Validity Test Results

No	Variable	Indicator	Pearson Correlation	Information
1	Competence (X_1)	X1.1	0,767	Valid
		X1.2	0,888	Valid
		X1.3	0,671	Valid
2	Work-life balance (X_2)	X2.1	0,975	Valid
		X2.2	0,894	Valid
		X2.3	0,877	Valid
3	Information Technology (X_3)	X3.1	0,840	Valid
		X3.2	0,914	Valid
		X3.3	0,904	Valid
4	Employee performance (Y)	Y1.1	0,853	Valid



Y1.2	0,853	Valid
Y1.3	0,576	Valid
Y1.4	0,775	Valid
Y1.5	0,690	Valid

Source: Processed data, 2025

All indicators in this assessment are considered valid because each item's variable statement has a correlation value above 0.30.

Reliability Test.

Table 2. Instrument Reliability Test Results

No	Variable	Cronbach Alpha	Information
1	Competence (X ₁)	0,670	Reliable
2	Work-life balance (X ₂)	0,904	Reliable
3	Information Technology (X ₃)	0,862	Reliable
4	Employee performance (Y)	0,807	Reliable

Source: Processed data, 2025

Each question produced a Cronbach's Alpha value above 0.60, indicating the questionnaire's reliability.

Classical Assumption Test, Normality Test.

Table 3. Normality Test Results

<i>Unstandardized Residual</i>	
N	46
Asymp. Sig. (2-tailed)	0,200

Source: Processed data, 2025

The 2-tailed significance level is 0.200 > 0.05. The model is considered to meet the normality criteria and is reliable for interpretation and decision-making because it shows that the remaining data are normally distributed.

Multicollinearity Test.

Table 4. Multicollinearity Test Results

Independent Variable	Tolerance	Nilai VIF	Information
Competence (X ₁)	0,836	1,196	Multicollinearity Free
Work-life balance (X ₂)	0,869	1,151	Multicollinearity Free
Information Technology (X ₃)	0,911	1,098	Multicollinearity Free

Source: Processed data, 2025

Each independent variable is free from multicollinearity, as determined by the Tolerance (>0.1) and VIF (<10). Alternatively, the model is deemed worthy of further study because the independent variables do not exhibit a strong linear relationship.

Heteroscedasticity Test.



This open-access article is distributed under a Creative Commons Attribution (CC-BY-NC) 4.0 license

Table 5. Heteroscedasticity Test Results

Independent Variable	Sig.	Information
Competence (X_1)	0,327	Free of Heteroscedasticity
Work-life balance (X_2)	0,055	Free of Heteroscedasticity
Information Technology (X_3)	0,091	Free of Heteroscedasticity

Source: Processed data, 2025

All independent variables have a significance value above 0.050. It indicates that the absolute values and the independent variables are not significantly correlated. Therefore, the data is considered free from heteroscedasticity.

Data Analysis Results, Multiple Linear Regression Analysis Results.

Table 6. Summary of Multiple Linear Regression Analysis Results

Variable	Regression Coefficient	Beta	T-count	Sig.
Constanta	1,625		0,659	0,514
Competence (X_1)	0,492	0,367	3,315	0,002
Work-life balance (X_2)	0,409	0,311	2,869	0,006
Information Technology (X_3)	0,515	0,372	3,508	0,001
R				0,755
R Square				0,570
Adjusted R-Square				0,540
F				18,583
Sig. F				0,000

Source: Processed data, 2025

From Table 6, the equation can be constructed as follows:

$$Y = 0.367X_1 + 0.311X_2 + 0.372X_3 + e$$

From this equation, the explanation can be outlined as follows:

- $\beta_1 = 0.367$. The coefficient value indicates that X_1 positively contributes to Y . This means that if competence (X_1) increases by one unit, it will improve employee performance (Y), assuming other variables remain constant.
- $\beta_2 = 0.311$. The coefficient value indicates that X_2 positively contributes to Y . This means that if work-life balance (X_2) increases by one unit, it will improve employee performance (Y), assuming other variables remain constant.
- $\beta_3 = 0.372$. The coefficient value indicates that X_3 positively contributes to Y . This means that if information technology (X_3) increases by one unit, it will improve employee performance (Y), assuming other variables remain constant.

Determination Coefficient. Table 6 yields an R-square of 0.540, indicating that each independent variable contributes 54.0%, with the remaining 46.0% impacted by factors outside the research model. It demonstrates how well the regression model illustrates the relationship between each variable.

F-Test. Table 6 yields a calculated F of 18.583 > F-table 2.81, indicating that H_0 is rejected. Therefore, H_0 is rejected, and H_1 is accepted, indicating that each independent variable



simultaneously contributes significantly and positively to employee performance, and this influence is not due to chance.

t-Test. Table 6 shows the following results:

- 1) Competence contributes significantly and positively to employee performance, with a calculated t-value of 3.315 ($>$ t-table 2.018) and a significance level of 0.002 ($p < 0.05$). H2 is accepted (H0 is rejected).
- 2) Work-life balance contributes significantly and positively to employee performance, with a calculated t-value of 2.869 ($>$ t-table 2.018) and a significance level of 0.006 ($p < 0.05$). H3 is accepted (H0 is rejected).
- 3) Information technology contributes significantly and positively to employee performance, with a calculated t-value of 3.508 ($>$ t-table 2.018) and a significance level of 0.001 ($p < 0.05$). H4 is accepted (H0 is rejected).

The Influence of Competence, Work-Life Balance, and Information Technology on Employee Performance. This research demonstrates that competence, work-life balance, and information technology contribute significantly and positively to employee performance at the Best Western Kamala Jimbaran Hotel. The results indicate that better employee abilities and skills, a better balance between work and personal life, and optimal use of information technology will result in improved performance. This finding aligns with the views of Triastuti (2021), Endeka (2020), and Sudirman et al. (2024), and is supported by Goal Setting Theory (Locke, 1978) and the Technology Acceptance Model (Davis, 1989), which emphasize the importance of goal clarity, individual well-being, and technology acceptance in driving performance. These findings align with research by Harahap et al. (2023), Megaster et al. (2021), and Kusuma et al. (2025).

The Influence of Competence on Employee Performance. This research shows that competence significantly contributes positively to employee performance at the Best Western Kamala Jimbaran Hotel. This finding demonstrates that employees with adequate knowledge, skills, and work attitudes are able to carry out their duties professionally. In line with Triastuti (2021), competence is considered a key factor in increasing productivity and work quality. Within the framework of Goal Setting Theory (Locke, 1978), competence helps individuals set and optimally achieve work goals. These results are relevant to the findings of Idayanti (2020), Efendi (2021), and Kusuma et al. (2025).

The Influence of Work-Life Balance on Employee Performance. This research demonstrates that work-life balance contributes significantly to employee performance at the Best Western Kamala Jimbaran Hotel. This finding indicates that the balance between work and personal life demands promotes greater psychological stability, leading to improved performance. Endeka (2020) states that work-life balance reflects employee satisfaction with managing work and non-work time. From the perspective of Goal Setting Theory (Locke, 1978), this balance allows employees to focus on achieving work goals. These findings align with those of Megaster et al. (2021), Sismawati and Lataruva (2020), and Satriansyah (2020).

The Impact of Information Technology on Employee Performance. This research shows that information technology contributes significantly and positively to employee performance at the Best Western Kamala Jimbaran Hotel. These findings demonstrate that optimal technology utilization can improve efficiency, work accuracy, and coordination between departments. Sudirman et al.



(2024) explain that information technology plays a crucial role in the management and distribution of information, while Goal Setting Theory (Locke, 1978) defines technology as a supporting tool for achieving work targets. Furthermore, the Technology Acceptance Model (Davis, 1989) emphasizes that perceived ease and usefulness of technology drive its optimal use. These results are relevant to the findings of Harahap et al. (2023), Ilham et al. (2022), and Aminah et al. (2022).

CONCLUSION

The research results demonstrate that employee performance at the Best Western Kamala Jimbaran Hotel is significantly influenced by each independent variable tested. Competence, work-life balance, and information technology have been shown to contribute to employee performance positively. It means that the better an employee's competency, the better their work-life balance, and the more optimal the use of information technology in their work processes, the higher their performance will be. Conversely, if competency is low, work-life balance is poor, and information technology is not used optimally, employee performance will decline.

This research has several limitations that could impact the results. The variables studied only cover competency, work-life balance, and information technology; therefore, there are various other factors beyond these that could influence employee performance. Furthermore, this research only involved employees at the Best Western Kamala Jimbaran Hotel, so the results cannot be generalized to other organizations with different characteristics, work cultures, and management policies. The cross-sectional nature of data collection also means that this research cannot adequately describe changes in working conditions and employee performance dynamics over time.

REFERENCES

- Aisyah, A. N., Pinkan, F. N., Danianta, P. B., Balgies, S., Psikologi, P., Psikologi, F., Universitas, K., Negeri, I., & Surabaya, S. A. (2021). Pengaruh Pengalaman dan Kompetensi terhadap Produktivitas Kerja. *86, Research Journal of Accounting and Business Management*, 5(2), 86–99. <https://doi.org/10.31293/rjabm.v5i2.5642>
- Aminah, A., Herawati, J., & Septyarini, E. (2021). Pengaruh Pengendalian Internal, Pemanfaatan Teknologi Informasi Dan Pengalaman Kerja Terhadap Kinerja Pegawai. *Publik*, 8(2), 290-305. <https://doi.org/10.37606/publik.v8i2.237>
- Anugrah, P. G., & Priyambodo, A. B. (2021). Peran Work life balance terhadap kinerja karyawan yang menerapkan work from home (WFH) di masa pandemi COVID-19: studi literatur. *In Seminar Nasional Psikologi dan Ilmu Humaniora (SENAPIH) (Vol. 1, No. 1, pp. 340-349)*.
- Ardiansyah, C. A., & Surjanti, J. (2020). Pengaruh work life balance terhadap kinerja karyawan melalui komitmen organisasi pada karyawan PT. Bhinneka Life Indonesia Cabang Surabaya. *Jurnal Ilmu Manajemen*, 8(4), 1211. <https://doi.org/10.26740/jim.v8n4.p1211-1221>
- Arifin, A., Magito, M., Perkasa, D. H., & Febrian, W. D. (2023). Pengaruh Kompensasi, Kompetensi dan Konflik Kerja terhadap Kinerja Karyawan. *Global: Jurnal Lentera Bitep*, 1(01), 24-33. <https://doi.org/10.59422/global.v1i01.130>
- Badrianto, Y., & Ekhsan, M. (2021). Pengaruh Work life balance terhadap Kinerja Karyawan yang di Mediasi Komitmen Organisasi. *Jesya (Jurnal Ekonomi dan Ekonomi Syariah)*, 4(2), 951-962. <https://doi.org/10.36778/jesya.v4i2.460>
- Davis, F. D. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. *MIS Quarterly*, 13(3), 319–340. <https://doi.org/10.2307/249008>
- Edison, E., Yohny, A., & Imas, K. (2020). *Manajemen sumber daya manusia (Cet. ke-2)*. Bandung: Alfabeta.



- Efendi, S. &. (2021). Influence of Competence, Compensation, and Motivation on Employee Performance with Job Satisfaction as Intervening Variable in the Environment of Indonesian Professional Certification Authority. *Jurnal Internasional Penelitian Ekonomi, Bisnis dan Akuntansi (IJEBAK)*, 5 (3), 2441-2451.
- Fisher, G. G., Bulger, C. A., & Smith, C. S. (2020). Beyond Work and Family: A Measure of Work/Nonwork Interference and Enhancement.
- Handayani, A., & Munawar, M. (2019). Work-life balance and quality of parenting in optimizing children's development. *Indonesian Journal of Early Childhood Education Studies*, 4(1), 11-18.
- Harahap, M. M., Asyari, A., Julita, V., Sadikin, S., & Sholihin, A. (2023). Pengaruh Religiusitas, Pengalaman Kerja dan Penguasaan Teknologi Informasi Terhadap Kinerja Pegawai (Studi Kasus Pada Pemerintah Daerah Kabupaten Pasaman). *Jurnal Ilmiah Ekonomi Islam*, 9(1), 1492-1500.
- Hasibuan, M. S. P. (2018). *Manajemen Sumber Daya Manusia (Revisi ed.)*. Bumi Aksara.
- Heykal, M., Prasetya, S., & Harsanti, P. S. (2024). Pengaruh Kualitas Pelayanan terhadap Kepuasan Pelanggan pada Jasa Wisata (Open Trip) CV Tidung Island. *Jurnal Ekonomi Manajemen Akuntansi*, 30(1), 250-265. <https://doi.org/10.59725/ema.v30i1.226>
- Hidayah, Nur. (2021). Pengaruh work life balance, lingkungan kerja, dan budaya organisasi terhadap kepuasan kerja karyawan (Studi empiris pada karyawan Universitas Muhammadiyah Magelang), Universitas Muhammadiyah Magelang.
- Idayanti, E. A. (2020). Effects of Communication, Competency, and Workload on Employee Performance at Puri Saron Hotel in Denpasar, Bali. *Jurnal Penelitian Humaniora dan Ilmu Sosial Amerika*, 4 (6), 29-37.
- Kasmir. (2018). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. Rajawali Pers.
- Kharisma, A. F. (2021). Pengaruh kompetensi, lingkungan kerja, dan motivasi kerja terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening (Studi kasus pada Bank BPRS Bina Finansia Semarang).
- Kusuma, K. A. D., Puspitawati, N. M. D., & Purnawati, N. L. G. P. (2025). The influence of communication, competence, and workload on employee performance at Hotel Best Western Kamala Jimbaran, Badung. INSEF International Student Conference. Universitas Mahasaraswati Denpasar.
- Locke, E. A. (1978). The ubiquity of the technique of goal setting in theories of motivation and performance. *Academy of Management Review*, 3(3), 594-601. <https://doi.org/10.5465/amr.1978.4305786>
- Lukmiati, R. (2020). Pengaruh Work life balance terhadap Kinerja Karyawan. *Jurnal Ekobis Dewantara*, 3(3), 46-50. https://doi.org/10.26460/ed_en.v3i3.1688
- Lukmiati, R., Samsudin, A., & Jhoansyah, D. (2020). Pengaruh Work Life Balance Terhadap Kinerja Karyawan Pada Karyawan Staff Produksi Pt. Muara Tunggal Cibadak-Sukabumi. In *Jurnal Ekobis Dewantara (Vol. 3, Issue 3)*. https://doi.org/10.26460/ed_en.v3i3.1688
- Malayu S.P. Hasibuan (2020) *Manajemen Sumber Daya Manusia*. Penerbit Bumi Aksara, Jakarta. <https://doi.org/10.31219/osf.io/x3j64>
- Megaster, T., et al., (2021). Pengaruh Work-life Balance dan Burnout terhadap Kinerja. *Jurnal Ilmiah Magister Manajemen*, 1(2).
- Mukhtar, A., Toto, H. D., & Mutmainnah, I. (2021). Hubungan kompetensi terhadap kinerja karyawan. ResearchGate. <https://doi.org/10.37476/nmar.v2i2.1952>

- Nurhandayani, A. (2022). Pengaruh Lingkungan Kerja, Kepuasan Kerja, dan Beban Kerja terhadap Kinerja. *Jurnal Ekonomi Dan Bisnis Digital (Ekobil)*, 1(2), 108-110. <https://doi.org/10.58765/ekobil.v1i2.65>
- Nurjaya, N. (2021). Pengaruh Disiplin Kerja, Lingkungan Kerja dan Motivasi Kerja Terhadap Kinerja Karyawan Pada PT. Hazara Cipta Pesona. *Jurnal Ilmiah Nasional*, III(1), 60-74. <https://doi.org/10.54783/jin.v3i1.361>
- Nurkhozifah, N., Patimah, T. A., & Kartono, K. (2025). KEPRIBADIAN, Work life balance Dan Kompetensi Terhadap Kinerja Karyawan. *Equilibrium: Jurnal Ilmiah Ekonomi, Manajemen dan Akuntansi*, 14(1), 282-301. <https://doi.org/10.35906/equili.v14i1.2349>
- Pangemanan, F. L., Pio, R. J., & Tumbel, T. M. (2020). Pengaruh Work life balance dan burnout terhadap kepuasan kerja. *Jurnal Administrasi Bisnis (JAB)*, 5(003).
- Poulose, S. (2019). A Conceptual Review. *International Journal of Advances in Management and Economics Work life balance*. 5(3)
- Pujiastuti, E. (2025). Analisis Kompetensi Pelatihan Dan Pengawasan Terhadap Kinerja Karyawan Pt. Toyota Astra Motor. *Jurnal Lentera Bisnis*, 14(1), 242-250. <https://doi.org/10.34127/jrlab.v14i1.1334>
- Putri, D. R. (2020). Pengaruh Lingkungan Kerja, Motivasi Kerja, dan Disiplin kerja Terhadap Kinerja Karyawan PT. Kedaung Industrial Group. *Jurnal Ilmu dan Riset Manajemen*, Vol 9(6), 1-16
- Robbins, S. P., & Judge, T. A. (2019). *Organizational Behavior (18th ed.)*. Pearson Education.
- Saifullah, F. (2020). Pengaruh Work life balance dan Flexible Work Arrangement Terhadap Kinerja Karyawati Muslimah Konveksi. *BISNIS: Jurnal Bisnis dan Manajemen Islam*, 8(1), 29-36. <https://doi.org/10.21043/bisnis.v8i1.6762>
- Sanjaya, P. G. R., & Asmara Putra, I. N. W. (2024). Pengaruh efektivitas sistem informasi akuntansi, kemampuan teknik pengguna, dan pemanfaatan teknologi informasi terhadap kinerja karyawan. *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*, 13(4), 653-667. <https://doi.org/10.24843/EEB>
- Saputra, A. M. A., Kharisma, L. P. I., Rizal, A. A., Burhan, M. I., & Purnawati, N. W. (2023). *Teknologi Informasi: Peranan TI dalam Berbagai Bidang*. PT. Sonpedia Publishing Indonesia.
- Sinaga, D. L. (2020). Pengaruh Disiplin Kerja Dan Kompetensi Terhadap Kinerja Karyawan. *Jurnal Ilmiah Socio*, 9(1), 159-167.
- Sudirman, Prastiyanto, A., Ramadhani, S. F., Hasan, M., Tessal, D., Faisal, I., Umar, S. A. H., Antares, J., Alam, W. O. S. N., Simarmata, J., Lubis, M., & Dirgayussa, I. G. E. (2024). *Pengantar Teknologi Informasi dan Komunikasi*. KITA MENULIS.
- Sugiyono. (2020). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.
- Susanti, D., & Simatupang, S. (2022). Pengaruh Kepemimpinan Strategis dan Work life balance terhadap Kinerja Pegawai. *Jurnal Kewarganegaraan*, 6(3), 6250-6262.
- Sutrisno, S. d. (2022). PKM Peningkatan Kompetensi Guru Melalui Pelatihan Penulisan Artikel Ilmiah Penelitian Tindakan Kelas. *Journal of Dedicators Community*, 3(1):53-61. <https://doi.org/10.34001/jdc.v3i1.793>
- Syuhada, Siti & Mayasari, Mayasari. (2024). *Kompetensi Guru dan Faktor yang Mempengaruhinya*. Jambi: PT Sonpedia Publishing Indonesia.
- Telaumbanua, M. K., Hulu, F., Waruwu, M. H., & Telaumbanua, E. (2024). Pengaruh teknologi informasi terhadap kinerja pegawai pada Kantor Camat Hiliduho Kabupaten Nias. *Jurnal Ekonomi, Bisnis, Manajemen dan Akuntansi (JEBMA)*. <https://doi.org/10.47709/jebma.v4i3.4775>

- Triastuti, D. A. (2021). Pengaruh Lingkungan Kerja, Kompetensi Dan Iklim Organisasi Terhadap Kinerja Pegawai. *Journal of Management Review*, 2(2), 203. <https://doi.org/10.25157/jmr.v2i2.1796>
- Upa', S., Kelvin, Judijanto, L., Rumawak, I., Amadea, I. B. N. K., & Laksono, R. D. (2024). *Teknologi Informasi: Teori dan Implementasi Penerapan Teknologi Informasi di Berbagai Bidang*. PT Green Pustaka Indonesia.
- Wibowo, W. (2020). *Manajemen dari Fungsi Dasar ke Inovasi (1st ed.)*. Depok: Rajawali Pers.
- Yudatama, U., Syamsiyah, N., Irmawati, Wiranata, A. D., Imanda, R., Ma'sum, H. (2023). *Memahami Teknologi Informasi: Prinsip, Pengembangan, dan Penerapan*. Kaizen Media Publishing.
- Yuliana, D., & Ramdhani, M. A. (2020). Analisis kesiapan teknologi informasi menggunakan framework Technology-Organization-Environment. *Jurnal RESTI (Rekayasa Sistem dan Teknologi Informasi)*, 4(2), 310–316. <https://doi.org/10.29207/resti.v4i2.1867>
- Yulianto, B. (2020). *Perilaku pengguna APD sebagai alternatif meningkatkan kinerja karyawan yang terpapar bising intensitas tinggi*. Surabaya: Scopindo Media Pustaka.