

The Effect of Work-Life Balance, Psychological Safety, and Perceived Organizational Support on Employee Performance

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ABSTRACT

This study aims to analyze the effects of work-life balance, psychological safety, and perceived organizational support on employee performance among employees at The Jayakarta Lombok. This study employed a quantitative approach with an associative research design. The population consisted of 115 employees, with 90 respondents selected using purposive sampling. Data were collected via a questionnaire using a five-point Likert scale and analyzed using multiple linear regression, the partial (t) test, the simultaneous (F) test, and the coefficient of determination. The results indicate that work-life balance, psychological safety, and perceived organizational support each have a positive and significant effect on employee performance. Collectively, the three independent variables significantly affect employee performance and explain 53.1% of its variance. These findings suggest that work-life balance, psychological safety, and organizational support are important factors associated with employee performance in the hospitality industry.

INTRODUCTION

The hospitality industry is one of the service sectors that relies heavily on the quality of its human resources. Unlike industries where most production processes can be carried out using technology or machinery, hotel operations depend heavily on direct interaction between employees and guests. Employees play a crucial role in providing service, meeting guests' needs, maintaining service quality, and creating positive experiences for customers. Therefore, employee performance is a key factor determining a hotel's operational success and competitiveness. Optimal performance enables an organization to meet established service standards while maintaining customer satisfaction. In the context of the hospitality industry, various human resource factors-such as competence, discipline, the work environment, and employees' psychological well-being-can contribute to performance and work productivity (Aryghi et al., 2024; Marhanah et al., 2025).

Job demands in the hospitality industry differ from those in other sectors. Hotel employees are expected to provide service that is prompt, accurate, friendly, and consistent, even under high work pressure. A work system involving *shift* work, service demands at specific times, interactions with a diverse range of customers, and the need to maintain service quality can place both physical and psychological demands on employees. These conditions indicate that improving employee performance requires more than just setting work targets; it also necessitates attention to work-life balance, psychological well-being, and the support the organization provides to its employees.

One factor that can affect employee performance is *work-life balance*. *Work-life balance* refers to an individual's ability to manage the demands of work and personal life so that both aspects can be maintained in a balanced manner. Employees who are able to manage their time, energy, and responsibilities between work and personal life are more likely to maintain good physical and psychological well-being. Conversely, an imbalance between the demands of work and personal life can lead to fatigue, psychological stress, reduced motivation, and difficulty maintaining concentration while working. These conditions can ultimately affect employee performance (Ayu Indra Wati & Budiono, 2024; Dalila & Hadi, 2024) .

The relationship between *work-life balance* and performance has received significant attention in human resource management research. In the context of the hospitality industry, the balance between work and personal life has become increasingly important because the nature of hotel work often requires employees to work in *shifts* and adjust their work schedules to meet customer needs. Working conditions that allow employees to maintain a balance between work and personal life can help reduce stress, sustain motivation, and support job effectiveness. Several studies in the hospitality sector indicate that *work-life balance* has a positive and significant impact on employee performance (Marhanah et al., 2025; Marpaung et al., 2023) . These findings suggest that employees' ability to manage the demands of work and personal life is a key factor in enhancing performance within the hospitality industry.

Findings regarding the relationship between *work-life balance* and performance are further supported by recent research conducted across various organizational contexts. *Work-life balance* has been shown to improve performance because employees have better opportunities to recover physically and psychologically after working. This balance allows employees to enter the workplace better prepared, enabling them to maintain focus, productivity, and the quality of their work (Widanarko & Dihan, 2026) . Other research findings also indicate that *work-life balance* has a positive and significant effect on employee performance and is a relevant factor in the explaining performance variations alongside organizational support (Nuromavita & Widzayanto, 2026) .

However, the relationship between *work-life balance* and employee performance has not yielded entirely consistent results. Some studies have found that *work-life balance* does not have a significant direct effect on performance. Such an effect may occur through other variables, such as *employee engagement* and job satisfaction. These findings suggest that work-life balance does not always automatically lead to improved performance but may depend on

how that balance translates into employees' psychological states and work attitudes (Setyoningtias & Wijayati, 2026; Sutanto et al., 2024). Other findings also indicate that *work-life balance* does not directly affect performance but influences job satisfaction, which in turn enhances employee performance (Alfiana et al., 2026). These differing results point to an empirical gap that still needs to be tested across different organizational characteristics and work environments.

In addition to *work-life balance*, an important psychological factor in the workplace is *psychological safety*. *Psychological safety* is a state in which employees feel safe to express their opinions, share ideas, ask questions, seek help, raise concerns, or admit mistakes without fear of negative interpersonal consequences. This state enables employees to communicate more openly and participate in work processes. In organizations with a high level of *psychological safety*, employees are not only expected to complete their work but are also given the space to share information and raise issues that can help the organization improve its work effectiveness (Widanarko & Dihan, 2026).

Psychological safety is highly relevant in the hospitality industry because service-oriented jobs require communication, coordination, and collaboration among employees. In hotel operations, service errors, changes in customer needs, and operational issues all require a swift response. If employees are afraid to report mistakes or problems they encounter, important information may not reach the appropriate parties. Conversely, a work environment that fosters psychological safety allows employees to be more open about raising issues and seeking help, enabling work processes to be completed more effectively.

The relationship between *psychological safety* and employee performance has been empirically supported. Employees who feel psychologically safe tend to be more willing to share ideas, communicate difficulties, ask for help, and engage in problem-solving. These conditions can help employees maintain their concentration and work effectiveness. Previous research has shown that *psychological safety* has a positive effect on employee performance in hotel work environments, making psychological safety one of the factors that needs to be considered in human resource management in the hospitality industry (Rahma & Rinaldi, 2024). Similar findings also indicate that *psychological safety* has a positive and significant effect on employee performance (Widanarko & Dihan, 2026).

In addition to being linked to performance, *psychological safety* is also related to employees' ability to cope with work-related stress. A psychologically safe environment allows employees to voice their difficulties, seek help, and discuss work-related issues, thereby enabling them to better manage psychological stress. Recent research shows that *psychological safety* has a significant negative effect on *work stress*, meaning that an increase in psychological safety can lead to a decrease in the work stress experienced by employees (Widanarko & Dihan, 2026). This finding indicates that *psychological safety* can serve as a psychological resource that helps employees cope with the demands of their jobs.

Another important factor in explaining employee performance is *perceived organizational support*. *Perceived organizational support* describes employees' perceptions of

the extent to which the organization values their contributions and cares about their well-being and needs. Organizational support can be demonstrated through recognition of achievements, attention to well-being, development opportunities, open communication, leadership support, and the provision of an adequate work environment and facilities. When employees feel that the organization values their contributions and cares about their well-being, they tend to have a more positive perception of the organization and are motivated to contribute more effectively (Nuromavita & Widzayanto, 2026).

In the hospitality industry, organizational support is becoming increasingly important because employees interact directly with customers and must be able to meet service demands under various conditions. The support provided by the organization can help employees obtain the resources they need to perform their jobs effectively. Such support can also reinforce employees' sense of being valued and boost their motivation in carrying out their duties. Thus, *perceived organizational support* can be viewed as one of the organizational resources that has the potential to support employee performance.

Various studies have shown that *perceived organizational support* has a positive relationship with employee performance. The organizational support that employees perceive can increase motivation and encourage employees to make better contributions to the organization. Previous research has shown that *perceived organizational support* has a positive and significant effect on employee performance (Rahmayani & Wikaningrum, 2022). These findings are further supported by recent research indicating that *perceived organizational support* is one of the factors influencing employee performance (Nuromavita & Widzayanto, 2026).

Nevertheless, the relationship between *perceived organizational support* and performance also yields mixed results. Some studies indicate that organizational support does not always have a significant direct effect on performance. This effect may occur through job satisfaction as a mediating mechanism linking the perception of organizational support to performance. Research findings indicate that *perceived organizational support* can increase job satisfaction, while job satisfaction, in turn, has a positive effect on employee performance (Alfiana et al., 2026; Zahra & Prahiawan, 2026). These differences suggest that the effect of organizational support on performance still requires further testing in organizational contexts with different job characteristics and demands.

The relationship between *work-life balance*, *psychological safety*, and *perceived organizational support* in explaining employee performance becomes increasingly relevant when viewed from a human resources perspective. *Work-life balance* relates to employees' ability to manage the demands of work and personal life; *psychological safety* relates to psychological security in the workplace; and *perceived organizational support* relates to the support employees receive from the organization. These three factors have distinct characteristics but can complement one another in creating work conditions that enable employees to perform their duties more effectively. A work environment that supports work-

life balance, provides a sense of psychological safety, and demonstrates care for employees has the potential to create conditions that are more conducive to high performance.

Recent research provides an increasingly strong empirical basis for the relationship between these factors. *Psychological safety* and *work-life balance* have been shown to have a positive effect on employee performance while simultaneously reducing work-related stress. As work-related stress increases, employee performance tends to decline, whereas a psychologically safer environment and a more balanced work-life can help employees manage that stress (Widanarko & Dihan, 2026). Other findings indicate that *work-life balance* and *perceived organizational support* are relevant factors in explaining performance, although the strength of their influence and the mechanisms underlying their relationship may vary depending on the characteristics of the organization and the respondents (Nuromavita & Widzayanto, 2026).

Studies on *psychological safety* and *work-life balance* also indicate that these two variables do not always operate through the same mechanisms. *Psychological safety* can enhance employee engagement because employees feel safer in expressing their opinions and participating in their work. Meanwhile, *work-life balance* may be linked to work engagement through employees' ability to manage the demands of their personal and professional lives. Recent research in the financial sector indicates that *psychological safety* has a positive and significant effect on *work engagement*, whereas findings regarding *work-life balance* show variations depending on the research context (Eldor et al., 2023; Febriyani & Isnowati, 2026). This demonstrates that the psychological factors of and work-life balance remain important areas of research in the field of human resources.

These conditions are relevant to examine at The Jayakarta Lombok, an organization in the hospitality sector where the nature of the work requires employees' direct involvement in providing service to customers. Previous research on the same subject has shown that human resource factors have been a focus of academic study. Compensation and the non-physical work environment were found to have a positive and significant effect on the work motivation of employees at The Jayakarta Lombok Hotel. These findings indicate that work environment conditions and human resource management policies play a role in shaping employee working conditions at the same research site (Katresna et al., 2023).

Another study at the Jayakarta Lombok Hotel showed that competence and work discipline have a positive and significant effect on employee productivity. The study used a population of 115 employees and involved 90 respondents. The results indicate that competence and work behaviour are important factors related to employee productivity at the Jayakarta Lombok Hotel (Aryghi et al., 2024). Thus, previous studies on the same subject have provided insights into the effects of compensation, the non-physical work environment, competence, and work discipline on various aspects of employee behaviour and work performance.

However, based on the aforementioned prior research, there is still room to further explore the factors related to employee performance at The Jayakarta Lombok, particularly from the perspectives of *work-life balance*, *psychological safety*, and *perceived organizational support*.

Previous research on the same subject has focused more on compensation, the non-physical work environment, competence, work discipline, work enthusiasm, and productivity. Meanwhile, examining work-life balance, psychological safety, and perceived organizational support within a single model to explain employee performance has not been the focus of previous research on this subject (Aryghi et al., 2024; Katresna et al., 2023).

Based on previous research, there is a *research gap* that forms the basis of this study. First, research findings on the effect of *work-life balance* on performance remain inconsistent. A number of studies in the hospitality industry have found a positive and significant effect, while other studies have found that the direct effect of *work-life balance* on performance is not significant and is more often mediated through *employee engagement* or job satisfaction (Alfiana et al., 2026; Marhanah et al., 2025; Setyoningtias & Wijayati, 2026; Sutanto et al., 2024). Second, research on *psychological safety* has demonstrated a positive relationship with performance; however, studies integrating this variable with *work-life balance* and *perceived organizational support* into a single research model within the hospitality sector remain relatively limited (Rahma & Rinaldi, 2024; Widanarko & Dihan, 2026). Third, research findings on the effect of *perceived organizational support* on performance have not been entirely consistent, as some studies have found a direct effect, while others have shown that this effect is stronger when mediated by job satisfaction (Alfiana et al., 2026; Nasution & Karneli, 2023; Rahmayani & Wikaningrum, 2022).

This gap highlights the need for research that integrates individual, psychological, and organizational factors to gain a more comprehensive understanding of employee performance. *Work-life balance* represents an employee's ability to manage the demands of work and personal life; *psychological safety* represents a sense of security in the workplace's interpersonal environment; and *perceived organizational support* represents an employee's perception of the organization's care and support. Testing these three variables together is expected to provide a broader perspective on the factors related to employee performance in the hospitality industry.

The novelty of this study lies in the integration of *work-life balance*, *psychological safety*, and *perceived organizational support* as explanatory variables for *employee performance* at The Jayakarta Lombok. This novelty stems not only from the use of these three variables within a single model but also from the context of the study's subject, which involves service-oriented work and direct interaction with customers. This study complements previous research on The Jayakarta Lombok-which has examined compensation, the non-physical work environment, competencies, and work discipline-by introducing a new perspective on work-life balance, psychological safety, and organizational support (Aryghi et al., 2024; Katresna et al., 2023).

Theoretically, this study is expected to contribute to the development of human resource management research by broadening our understanding of the individual, psychological, and organizational factors related to employee performance. In practical terms, this study is expected to provide information for the management of The Jayakarta Lombok in designing more comprehensive human resource policies, particularly in creating a balance between work

demands and personal life, building a psychologically safe work environment, and enhancing the organizational support perceived by employees.

Based on the above discussion, this study aims to analyze the effects of *work-life balance*, *psychological safety*, and *perceived organizational support* on *employee performance* among employees at The Jayakarta Lombok. This study specifically examines the effect of each of these variables on employee performance and tests the combined effect of all three on *employee performance*. The results of this study are expected to provide empirical evidence regarding the factors that can support improved employee performance in the hospitality industry, particularly at The Jayakarta Lombok.

RESEARCH METHOD

This study employs a quantitative approach with an associative research design. The quantitative approach was used to analyze the relationship and influence of *work-life balance*, *psychological safety*, and *perceived organizational support* on *employee performance* at The Jayakarta Lombok. The selection of these three variables was based on gaps in previous research, which yielded results that were not entirely consistent regarding the relationship between each variable and employee performance.

The study was conducted at The Jayakarta Lombok. The study population consisted of all 115 employees of The Jayakarta Lombok. The sample was selected using *purposive sampling*, which involves selecting respondents based on specific criteria. The criteria for respondents in this study were employees who had been working for at least one year and were willing to complete the research instrument. Based on these criteria, a total of 90 respondents were selected as the study sample.

Data collection was conducted using a questionnaire administered directly to respondents. The research instrument used a five-point Likert scale, where 1 = strongly disagree, 2 = disagree, 3 = somewhat agree, 4 = agree, and 5 = strongly agree. The instrument was designed based on the indicators for each research variable.

Table 1. Operationalization of Research Variables

Variable	Operational Definition	Indicators	Scale
<i>Work-Life Balance (X₁)</i>	Employees' ability to balance work demands with their personal lives	Time balance, engagement balance, satisfaction balance	1–5-point Likert scale
<i>Psychological Safety (X₂)</i>	Employees' perception of feeling safe in expressing opinions and raising issues in the workplace	Safety in expressing opinions, safety in admitting mistakes, freedom to ask questions, interpersonal support	1–5-point Likert scale

Variable	Operational Definition	Indicators	Scale
<i>Perceived Organizational Support (X₃)</i>	Employees' perception of the extent to which the organization values their contributions and cares about their well-being	Appreciation for contributions, concern for well-being, leadership support, organizational care	1–5-point Likert scale
<i>Employee Performance (Y)</i>	The level of employee achievement in carrying out job tasks and responsibilities	Work quality, work quantity, timeliness, accountability	1–5-point Likert scale

Before being used in the analysis, the research instruments were tested to ensure the validity of the items and the consistency of the measurements. Data analysis was conducted quantitatively using statistical software. The analysis phase included descriptive statistics, testing the validity and reliability of the instruments, and testing the assumptions required for regression analysis. Hypothesis testing was conducted using multiple linear regression analysis to determine the effect of each independent variable on *employee performance* as well as the combined effect of all three variables. The individual effects of the variables were determined through partial tests (*t*), while the combined effect was tested through a simultaneous test (*F*). The ability of the independent variables to explain the variation in *employee performance* was assessed using the coefficient of determination (R^2).

The analysis was conducted at a 5% significance level. Thus, a relationship between variables was considered significant if the test's p-value was lower than 0.05. This analytical procedure was used to address the research objectives regarding the effects of *work-life balance*, *psychological safety*, and *perceived organizational support* on *employee performance* at The Jayakarta Lombok.

RESULTS AND DISCUSSION

Respondent Characteristics

Based on the data collected from 90 respondents, the characteristics of the respondents in this study were grouped by gender, age, and length of service.

Table 2. Respondent Characteristics

Characteristics	Category	Frequency	Percentage
Gender	Male	52	57.8%
	Female	38	42.2%
Age	20–29 years	29	32.2%
	30–39 years	36	40.0%
	40–49 years	19	21.1%
	50 years and older	6	6.7%

Characteristics	Category	Frequency	Percentage
Length of service	1–3 years	28	31.1%
	4–6 years	34	37.8%
	7–10 years	19	21.1%
	>10 years	9	10.0%
Total		90	100%

Based on Table 2, the study's respondents were predominantly male employees, totalling 52 people or 57.8%, while female respondents numbered 38 people or 42.2%. By age, the largest group consisted of respondents aged 30–39 years, totalling 36 people or 40.0%. Meanwhile, by length of service, the largest group consisted of employees with 4–6 years of service, totalling 34 people or 37.8%.

Descriptive Analysis

Descriptive analysis was used to provide an overview of the trends in respondents' answers regarding each research variable.

Table 3. Descriptive statistics of the research variables

Variable	N	Minimum	Maximum	Mean	Standard Deviation
<i>Work-Life Balance</i>	90	2.44	5.00	3.78	0.61
<i>Psychological Safety</i>	90	2.50	5.00	3.84	0.58
<i>Perceived Organizational Support</i>	90	2.38	5.00	3.72	0.64
<i>Employee Performance</i>	90	2.63	5.00	3.86	0.55

Based on Table 3, all research variables have relatively high mean values. The *employee performance* variable has a mean of 3.86, while *psychological safety* has a mean of 3.84. *Work-life balance* has a mean of 3.78, and *perceived organizational support* has a mean of 3.72. These results indicate that, in general, respondents gave positive ratings regarding their work-life balance, psychological safety, organizational support, and performance.

Validity Test

Validity testing was conducted to determine the instrument's ability to measure the research variables. The test was performed by comparing the calculated *r* value with the table *r* value. With a sample size of 90 respondents and a significance level of 5%, the table *r* value was found to be 0.207.

The test results showed that all statement items had calculated *r* values higher than 0.207. Thus, all items in the variables of *work-life balance*, *psychological safety*, *perceived organizational support*, and *employee performance* were deemed valid and could be used in further analysis.

Reliability Test

Reliability testing was conducted using *Cronbach's Alpha*. The instrument was deemed reliable if *Cronbach's Alpha* was higher than 0.70.

Table 4. Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Description
<i>Work-Life Balance</i>	9	0.887	Reliable
<i>Psychological Safety</i>	8	0.901	Reliable
<i>Perceived Organizational Support</i>	8	0.893	Reliable
<i>Employee Performance</i>	8	0.908	Reliable

Based on Table 4, all variables have *Cronbach's Alpha* values higher than 0.70. Thus, all research instruments are deemed reliable and have good internal consistency.

Classical Assumption Tests

Classical assumption tests were conducted prior to the multiple linear regression analysis. The results of the normality test using *the One-Sample Kolmogorov-Smirnov* test yielded a significance value of 0.200. Since this value is higher than 0.05, the study's residuals are considered to be normally distributed.

The results of the multicollinearity test showed *Tolerance* values of 0.681 for *work-life balance*, 0.594 for *psychological safety*, and 0.563 for *perceived organizational support*. Meanwhile, the VIF values were 1.468, 1.684, and 1.776, respectively. All *Tolerance-s* were higher than 0.10, and all VIFs were lower than 10. Thus, the regression model did not exhibit multicollinearity issues.

The heteroscedasticity test showed that the significance values for each variable were higher than 0.05. Thus, there were no signs of heteroscedasticity in the research model.

Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the extent of the influence of *work-life balance*, *psychological safety*, and *perceived organizational support* on *employee performance*.

Table 5. Results of the multiple linear regression analysis

Variable	Coefficient B	Standard Error	t-value	Sig.
Constant	2.184	1.214	1.799	0.075
<i>Work-Life Balance</i>	0.312	0.110	2.836	0.006
<i>Psychological Safety</i>	0.365	0.098	3.724	0.000
<i>Perceived Organizational Support</i>	0.298	0.096	3.104	0.003

Based on Table 5, the multiple linear regression equation can be written as follows:

$$Y = 2.184 + 0.312X_1 + 0.365X_2 + 0.298X_3 + e$$

The equation shows that all three independent variables have positive regression coefficients. This means that an increase in *work-life balance*, *psychological safety*, and *perceived organizational support* in the research model is followed by an increase in *employee performance*.

The Effect of Work-Life Balance on Employee Performance

The test results show that *work-life balance* has a t-value of 2.836 with a significance level of 0.006. Since the significance level is lower than 0.05, H1 is accepted.

The results indicate that *work-life balance* has a positive and significant effect on *employee performance*. Employees who are better able to manage the demands of work and their personal lives tend to have conditions that are more conducive to maintaining concentration and completing their work.

This finding aligns with the review in the introduction, which indicates that several studies in the hospitality sector have found a positive relationship between *work-life balance* and employee performance. The nature of hotel work, which operates on a *shift* system, makes the balance between work and personal life a particularly relevant aspect for employees.

The Influence of Psychological Safety on Employee Performance

The test results show that *psychological safety* has a t-value of 3.724 with a significance level of 0.000. Since the significance level is lower than 0.05, H2 is accepted.

These results indicate that *psychological safety* has a positive and significant effect on *employee performance*. Employees who feel safe expressing their opinions, asking questions, seeking help, and communicating mistakes have a more supportive environment for coordinating and resolving work-related issues.

These findings are relevant to the nature of work in the hospitality industry, which requires communication and coordination among employees. The introduction to the study also explains that an environment that provides a sense of psychological safety allows employees to be more open about raising issues, thereby enabling work to be completed more effectively.

The Effect of Perceived Organizational Support on Employee Performance

The test results show that *perceived organizational support* has a t-value of 3.104 with a significance level of 0.003. Since the significance level is lower than 0.05, H3 is accepted.

The results indicate that *perceived organizational support* has a positive and significant effect on *employee performance*. Employees' perception that the organization values their contributions and cares about their well-being is related to their ability to contribute to the organization.

Organizational support can be manifested through attention to well-being, recognition of achievements, leadership support, open communication, and the provision of adequate work facilities. This is consistent with the discussion in the introduction, which identifies *perceived organizational support* as one of the organizational resources that can support employee performance.

Simultaneous Test

The *F-test* was used to determine whether the three independent variables collectively have an effect on *employee performance*.

Table 6. Results of the simultaneous test

Model	Calculated F	Sig.
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Regression	32.430	0.000
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Based on Table 6, the calculated *F-value* is 32.430 with a significance value of 0.000. Since the significance value is lower than 0.05, H4 is accepted. Thus, *work-life balance*, *psychological safety*, and *perceived organizational support* simultaneously have a significant effect on *employee performance*.

These results indicate that employee performance in the context of this study is not related to a single factor but can be understood through a combination of individual, psychological, and organizational factors. This aligns with the novelty of this study, which integrates these three variables into a single model for employees at The Jayakarta Lombok.

Coefficient of Determination

Table 7. Coefficient of Determination Results

R	R-Square	Adjusted R-Square	Standard Error of the Estimate
0.729	0.531	0.515	2.147

The *R-squared* value of 0.531 indicates that *work-life balance*, *psychological safety*, and *perceived organizational support* collectively account for 53.1% of the variation in employee performance. Meanwhile, 46.9% of the variation in *employee performance* is explained by other factors not included in the research model.

These other factors could be the focus of future research, such as competence, work discipline, motivation, job satisfaction, work environment, compensation, and *employee engagement*. Some of these factors have also been the subject of previous studies on The Jayakarta Lombok.

Overall, the research findings indicate that *work-life balance*, *psychological safety*, and *perceived organizational support* are three aspects that are collectively associated with *employee performance*. *Work-life balance* provides insight into employees' ability to manage the demands of work and personal life; *psychological safety* describes the state of psychological security in the workplace; and *perceived organizational support* describes employees' perception of organizational support. These three aspects offer complementary perspectives for understanding employee performance in the hospitality industry.

CONCLUSION AND SUGGESTIONS

Conclusion

Based on the results of a study on the effects of *work-life balance*, *psychological safety*, and *perceived organizational support* on *employee performance* at The Jayakarta Lombok, it can be concluded that *work-life balance* has a positive and significant effect on *employee performance*. This indicates that a balance between work demands and personal life is related to employees' ability to maintain their performance.

Psychological safety also has a positive and significant effect on *employee performance*. Feeling safe to express opinions, ask questions, seek help, and raise issues can support communication and the completion of work.

Furthermore, *perceived organizational support* has a positive and significant effect on *employee performance*. The perception that the organization values employees' contributions and cares about their well-being is associated with improved employee performance.

Simultaneously, *work-life balance*, *psychological safety*, and *perceived organizational support* have a significant effect on *employee performance*. These three variables account for 53.1% of the variation in employee performance, while 46.9% is explained by other factors outside the research model.

Suggestions

The management of The Jayakarta Lombok can pay attention to work schedules and *shift* assignments so that employees have sufficient opportunities to maintain a work-life balance. The organization can also foster more open workplace communication so that employees feel comfortable voicing their opinions, difficulties, and any issues they face while working.

Organizational support can also be strengthened through recognition of employee contributions, attention to employee well-being, communication between management and employees, and opportunities for competency development. These efforts can be part of human resource management to support employee performance.

Future research could expand the research model by adding other relevant variables, such as work motivation, job satisfaction, competence, work discipline, work environment, compensation, and *employee engagement*. Future studies could also involve a broader range of respondents and research subjects to obtain a more diverse picture of the factors related to employee performance in the hospitality industry.

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