

The Influence of Perceived Organizational Support on Employee Performance Mediated by Work-Life Balance at The Balcone Suites & Resort Bukittinggi

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ABSTRACT

Employee performance is a critical factor in achieving organizational success, particularly in the hospitality industry where service quality is paramount. This study investigates the effect of perceived organizational support (POS) on employee performance, with work-life balance (WLB) as a mediating variable, at The Balcone Suites & Resort Bukittinggi. Employing a quantitative, causal-associative design, data were collected from 94 employees using structured Likert-scale questionnaires. Analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS 4.0. The findings indicate that while POS has a positive but statistically insignificant direct effect on employee performance ($\beta = 0.168$, $t = 1.739$, $p = 0.082$), it significantly influences work-life balance ($\beta = 0.685$, $t = 11.832$, $p < 0.001$). Furthermore, WLB has a significant positive effect on employee performance ($\beta = 0.548$, $t = 5.446$, $p < 0.001$) and mediates the relationship between POS and performance ($\beta = 0.375$, $t = 4.725$, $p < 0.001$). The R^2 values suggest that POS explains 46.9% of the variance in WLB, and together with WLB explains 45.5% of the variance in employee performance. These results highlight the pivotal role of work-life balance as a mediating mechanism in enhancing employee outcomes through organizational support. Practical implications emphasize the need for hotel management to foster supportive environments and improve work-life balance initiatives to optimize employee performance.

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1. INTRODUCTION

The hospitality industry plays a pivotal role in driving economic growth, particularly in tourism-centric destinations such as Bukittinggi. The Balcone Suites & Resort Bukittinggi has emerged as a prominent accommodation provider offering high-quality lodging services and facilities to ensure guest comfort. In striving to maintain service excellence and guest satisfaction, hotel management often confronts human resource management challenges, especially those related to enhancing employee performance. Organizational success and development are largely dependent on human capital, which serves as a critical asset in navigating the complexities of the modern business environment [4].

Employee performance has garnered increasing attention in contemporary organizational discourse, particularly given the lack of consistent performance assessment in many workplaces. Performance refers to the evaluation of employees' outcomes and their success in completing tasks over a defined period, typically benchmarked against predetermined standards, goals, or criteria [10]. Optimal performance contributes positively to a company's reputation; hence, strategic objectives can only be achieved by

improving employee output [11]. At The Balcone Suites & Resort Bukittinggi, the average tenure of operational staff is two years, indicating relatively high work demands. Management evaluations categorize employee performance as moderate to good, yet still not optimal. Google guest reviews reveal dissatisfaction with certain aspects of service responsiveness, suggesting substandard performance in service delivery and communication—elements that are crucial within the hospitality sector.

Two factors that significantly influence employee performance are perceived organizational support (POS) and work-life balance (WLB) [7]. POS refers to an employee's subjective perception of the extent to which the organization values their contributions and cares about their well-being [20]. At The Balcone Suites & Resort Bukittinggi, many employees report inadequate organizational support, citing issues such as limited managerial attentiveness, infrequent recognition, and delayed promotion processes. According to testimonies from frontline workers, including the Housekeeping Department, some employees are required to undertake multiple tasks in one day due to increased workload and insufficient compensation, which adversely affects their morale and engagement.

Work-life balance is another critical determinant of employee performance. It denotes the equilibrium between professional responsibilities and personal life commitments [6]. When employees are able to manage both domains effectively, their performance tends to improve [17]. However, interviews with staff members across departments—such as Food & Beverage, Marketing & Sales, and Housekeeping—suggest an ongoing imbalance between work and personal life. Employees frequently work overtime, face unpredictable shift changes, and struggle to take breaks or vacations. Additionally, some employees take on multiple jobs to meet financial needs, exacerbating work-life conflict and affecting their productivity.

While extensive research has been conducted on employee performance, WLB, and POS, there remains a scarcity of studies that explicitly examine WLB as a mediating variable between POS and employee performance, particularly in the hospitality context and within local Indonesian settings such as The Balcone Suites & Resort Bukittinggi. Previous findings [3] have suggested that POS may indirectly influence employee performance through mediating constructs. Therefore, further investigation is necessary to explore the interplay between POS and WLB, and how their interaction collectively impacts employee performance at this resort. This study seeks to address this gap through the research titled “The Influence of Perceived Organizational Support on Employee Performance Through the Mediating Role of Work-Life Balance at The Balcone Suites & Resort Bukittinggi”. The findings are expected to offer valuable insights into the roles of POS and WLB in shaping employee performance and to contribute to the enhancement of human resource practices in hospitality organizations.

Employee performance encompasses a spectrum of behaviors and outcomes that either contribute to or detract from the achievement of organizational objectives [15]. It is defined as the measurable results attained by individuals or teams in executing assigned tasks and responsibilities [23]. In this study, employee performance is assessed using indicators such as quality, quantity, responsibility, cooperation, and initiative [12].

Perceived Organizational Support (POS) captures the extent to which employees believe that their organization appreciates their contributions and is genuinely concerned for their welfare. The concept stems from social exchange theory, emphasizing the reciprocal relationship between employees and the organization. When employees perceive fair treatment, adequate recognition, and supportive working conditions, they are more likely to develop loyalty and exhibit enhanced performance [21]. To assess POS, this study adopts indicators including organizational justice, support, rewards, and work environment conditions [22].

Work-Life Balance (WLB) refers to the extent to which employees can effectively fulfill work obligations while simultaneously attending to personal needs, without compromising either domain [25]. In this research, WLB is measured through indicators such as work interfering with personal life, personal life interfering with work, work enhancing personal life, and personal life enhancing work [24].

2. METHOD

Researchers use employ quantitative methods through a causal associative approach. States that the causal associative quantitative method is a research question that inquires into the connection between two or more variables. This method assesses the cause-and-effect how the independent and dependent variables are related [19]. The variables in this study are perceived organizational support (X1), work-life balance (X2), and employee performance (Y). The population this study employed a total sampling technique, which is a method of taking all samples in the population, which means all employees who work at The Balcone Suites & Resort Bukittinggi with a total of 94 employees. The tool utilized was a survei use

a likert scale with a range of 1 to 5. Partial Least Square (PLS), a variation-based Structural Equation Modeling (SEM) method, was employed to utilize the SmartPLS software to examine the data, used to test structural models, simultaneous measurement and the use of path analysis.

3. RESULTS AND DISCUSSION

3.1. Result

3.1.1. Description Variable

Variable description data are as follows:

Table 1. Variabel Description

No	Variable	Average Responden Answer	Category
1.	<i>Perceived Organizational Support</i>	3,65	Good
2.	<i>Work-Life Balance</i>	3,37	Good Enough
3.	<i>Employe Performance</i>	3,93	Good

Based on Table 1, The perceived organizational support measure has an mean responder score of 3.65, suggesting which perceived organizational support at The Balcone Suites & Resort Bukittinggi is considered good. The average score for the work-life balance variable is 3.37, suggesting that work-life balance at the resort is fairly good. Additionally, the average respondent score for employee performance is 3.93, which shows that employee performance at The Balcone Suites & Resort Bukittinggi is regarded as good.

3.1.2. Parsial Least Square Structural Equation Modeling (PLS SEM)

For data analysis in this study, researchers used the PLS-SEM approach, which they conducted in two step, namely as follows:

3.1.3. Measurement Model Evaluation (Outer loading)

The results of testing outer loading using SmartPLS show the research model that has been analyzed as follows:

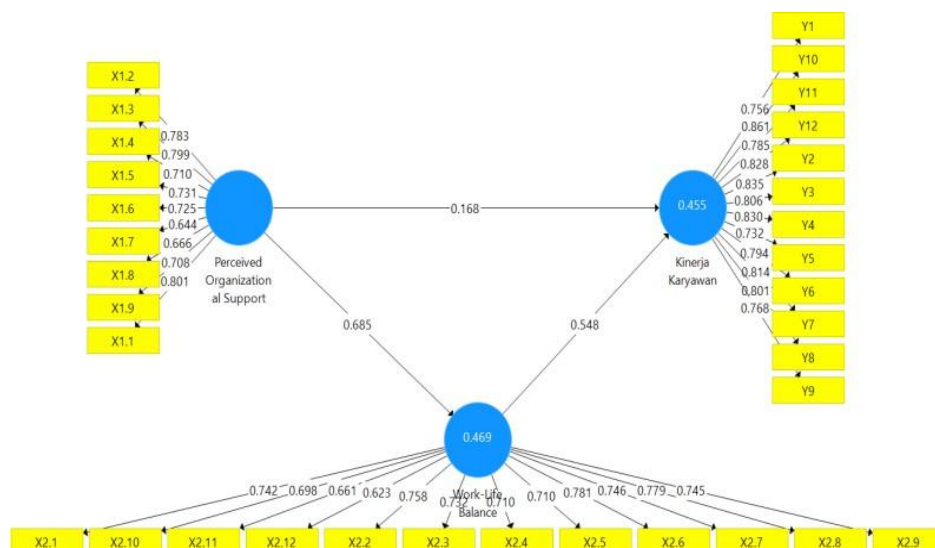


Figure 1. Outer Model

3.1.4. Convergent Validity Test

In PLS, convergent validity for reflective indicators is evaluated using factor loadings, which measure the correlation between each indicator and its corresponding latent variable. Indicators are deemed strong if their factor loading exceeds 0.70; however, values between 0.50 and 0.60 are acceptable during the initial measurement phase. Work-life balance, employee performance, and perceived organizational support all have starting outer loading values that are displayed as seen in the following table:

Table 2. Validity Test Result

Variabel	Item	Outer Loading value
Employee Performance (Y)	Y ₁	0,756
	Y ₂	0,835
	Y ₃	0,806
	Y ₄	0,831
	Y ₅	0,732
	Y ₇	0,794
	Y ₈	0,814
	Y ₈	0,801
	Y ₉	0,768
	Y ₁₀	0,861
	Y ₁₁	0,785
	Y ₁₂	0,828
Perceived Organizational Support (X1)	X1.1	0,801
	X1.2	0,783
	X1.3	0,799
	X1.4	0,711
	X1.5	0,731
	X1.6	0,725
	X1.7	0,644
	X1.8	0,666
	X1.9	0,708
Work-Life Balance (X2)	X2.1	0,742
	X2.2	0,758
	X2.3	0,732
	X2.4	0,711
	X2.5	0,711
	X2.6	0,781
	X2.7	0,746
	X2.8	0,779
	X2.9	0,745
	X2.10	0,698
	X2.11	0,661
	X2.12	0,623

The aforementioned table shows that all of the variables related to work life balance, perceived organizational support, and employee performance are valid when outer loading values are greater than 0,60.

3.1.5. Internal Consistency Test

Furthermore, testing is carried out to assess reliability using composite reliability indicators, Average Variant Extracted (AVE), and Cronbach alpha. A construct is regarded as reliable if its AVE value equals greater than 0.50 and its Values for composite dependability and Cronbach alpha are both higher than 0,70. This indicates that criteria for convergent validity are fulfilled, meaning The concept explains almost half of the variation in its indicators [1]. The table below displays the full results:

Table 3. Validity and Reliability Construct

	Cronbach alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee Performance	0.949	0.951	0.956	0.643
Perceived Organizational Support	0.893	0.911	0.912	0.535
Work-Life Balance	0.918	0.920	0.930	0.526

Referring to the table above, it is evident that the employee performance, Work-life balance factors and perceived organizational support have both Composite dependability and Cronbach alpha are both more than 0,70. This suggests that the study's indications for these factors are trustworthy. Additionally, the AVE was used to evaluate validity, having a threshold larger than 0.50. The table shows that each variable has an AVE value above this threshold, indicating that the variables and indicators employed in this study are valid and reliable can be relied upon.

3.1.6. Validity Discriminant Test

The discriminant correlation is performed to evaluate the causal connections between different constructs. Discriminant validity is deemed acceptable when the correlation values between the model's constructs are less than the square root of the Average Variance of each extracted value (AVE) from the construct [8].

Table 4. Validity Discriminant Value (Fornel-Larcker)

	Employee Performance	Perceived Organizational Support	Work-Life Balance
Employee Performance	0.802		
Perceived Organizational Support	0.543	0.732	
Work-Life Balance	0.663	0.685	0.725

Referring to the table above, the root AVE values are higher than the correlations between each variable others. Therefore, it can be said that this study's latent variables exhibit a high degree of discriminant validity.

Table 5. Validity Discriminant (HTMT)

	Heterotrait-monotrait ratio (HTMT)
Perceived Organizational Support <-> Kinerja Karyawan	0.540
Work-Life Balance <-> Kinerja Karyawan	0.689
Perceived Organizational Support <-> Work-Life Balance	0.733

The Heterotrait-Monotrait ratio (HTMT) technique considers discriminant validity attained if Every pair of variables has HTMT values below 0,9. As shown in table above, the obtained values are 0.540, 0.689, and 0.733, all of which are under the 0.90 threshold. Thus, it may be said that the HTMT discriminant validity requirements have been met.

3.1.7. Structural Model (Inner Model)

Evaluation of the structural model is accomplished by examining dependent latent variable's R-squared value. R-squared variations show how independent latent variables affect the dependent variabel. The following is the study's structural model:

Table 6. Inner Model (R-squared)

R squared	R squared adjusted
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Employee Performance	0.455	0.443
Work- Life Balance	0.469	0.463

The table above indicates that reveals the work-life balance and perceived organizational support variables explain for 45.5% (0.455) of the variance in employee performance, with other factors influencing the remaining 54.5%. Similarly, perceived organizational support accounts for 47% (0.469) of the variance in employee work-life balance with the remaining 53% being impacted by characteristics not included in this study.

3.1.8. Hypothesis Tes (Resampling Bootstrapping)

Hypothesis testing is conducted to evaluate whether the proposed hypotheses are supported. This procedure utilizes the bootstrapping feature in SmartPLS version 4.0. The testing looks at the study's direct and indirect impacts [16]. A hypothesis is approved in the event that the significanci level is below 0,05 or if the T-statistic value exceeds the critical threshold of 1.96 at 5% significance level.

Table 7. Direct Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Perceived Organizational Support -> Employee Performance	0.168	0.178	0.097	1.739	0.082
Perceived Organizational Support -> Work-Life Balance	0.685	0.704	0.058	11.832	0.000
Work-Life Balance -> Employee Performance	0.548	0.550	0.101	5.446	0.000

Referring to the direct hypothesis test results shown in the table above, the following conclusions can be drawn:

1. The Original Sample (O) value of 0.168, the T-statistic that is below the threshold T-table value, and the P-value of 0.082 that is over the 0.05 significance level all demonstrate that perceived organizational support has a positive but statistically insignificant effect on employee performance.
2. Employee Work-Life Balance is positively and statistically significantly impacted by perceived organizational support, as evidenced by an Original Sample (O) value of 0.685, a T-statistic over the essential T-table value, and a P-value of 0.000 below the 0.05 cutoff. Employee performance is positively and significantly impacted by work-life balance, as demonstrated by the Original Sample (O) value of 0.548, the T-statistic value exceeding the T-table, and the P value of 0.000, which is less than 0.05.

The model demonstrates a strong link between work-life balance and perceived organizational support in impacting employee performance, as indicated by the Original Sample (O) score of greater than 0.50. Conversely, perceived organizational support has relatively little bearing on employee performance, as evidenced by the statistically insignificant value and below 0.25.

Table 8. Spesific Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P value
Perceived Organizational Support -> Work-Life Balance -> Employee Performance	0.375	0.387	0.079	4.725	0.000

The findings from the indirect hypothesis test indicated in the table above show that work-life balance acts as a mediator between employee performance and perceived organizational support. A P-

value of 0.000, which is below the significance level of 0.05, and a T-statistic value of 4.725, which is more than the crucial T-table value of 1.96, both support this result. Work-life balance serves as a mediating element, indicating that perceived organizational support has an indirect impact on employee performance, given the lack of a clear direct correlation between the two.

3.2. Discussion

3.2.1. Perceived Organizational Support (POS)

The study results reveal that most respondents have a particular perception regarding the organizational support received by employees at The Balcone Suites & Resort Bukittinggi are categorized as good with an average value of 3.65. This indicates that the findings on perceived organizational support are in agreement with the conclusions of the study by Sumilat et al. [22], which stated that employees' subjective assessment of the appreciation given by the organization for their contribution, as well as organizational commitment to employees is really crucial. Therefore, hotel managers must pay attention to aspects of fairness, organizational support, recognition, and employee working conditions. Therefore, when employees have a positive view of the organizational support they receive, it significantly enhances their performance, particularly in delivering services within the hospitality sector.

3.2.2. Work-Life Balance (WLB)

The research results indicate that most respondents perceive the work-life balance of employees at The Balcone Suites & Resort Bukittinggi as fairly good, with an average score of 3.37. This suggests that there is a reasonable equilibrium between the demands and benefits of person life and works. Findings by Fadilah et al. [17], [13] indicate that challenges in attaining an appropriate work-life balance can negatively affect employee performance and time management. Thus, maintaining a healthy work-life balance is crucial to raising employee productivity, and supervisor assistance is critical for maximizing this balance and raising overall performance.

3.2.3. Employee Performance

According to the findings of this study, most respondents think that the staff of The Balcone Suites & Resort Bukittinggi performs well, with an average score of 3.93. This suggests that the majority of employees believe their quality of work, productivity, responsibility, teamwork, and initiative have positively contributed to the company. These results are corroborated by the research carried out by [11] which highlights that employee performance often receives insufficient attention, despite its significant impact on the company's reputation and business sustainability, and vice versa.

3.2.4. The extent to which employee performance is influenced by perceived organizational support

The route coefficient derived from the data collection and analysis findings displays the first sample value of 0.168, indicating a positive connection direction. The T-statistic of 1,744 is less than the crucial T-table value of 1,96, while the P-value of 0.082 is more than the 0.05 cutoff. Therefore, it can be concluded that perceived organizational support (X1) has a positive but statistically insignificant effect on employee performance (Y). This suggests that while higher perceived organizational support is associated with better employee performance, the relationship is not strong enough to be considered significant on its own. Therefore, in order to illustrate how perceived organizational support affects employee performance, intermediary variables are required. This result is consistent with the study conducted by [3], which indicates that perceived organizational support positively influences employee performance, but this effect becomes significant only when mediated by other factors. Hence, management should pay close attention to fostering optimal employee performance by also addressing other elements that can enhance employee outcomes.

3.2.5. The extent to which work-life balance is influenced by perceived organizational support

The path coefficient shows an original sample value of 0.685, showing a positive link, based on the data collection and analysis. The T-statistic of 11.232 is more than the crucial T-table value of 1.96, while the P-value of 0.000 is less than the 0.05 cutoff. Thus, it can be said that work-life balance (X2) is significantly and favorably impacted by perceived organizational support (X1). Accordingly, as perceived organizational support rises in magnitude, the level of work-life balance also improves. These results demonstrate a positive and direct relationship, showing that employees' perceptions of organizational support play an important role in enhancing their work-life balance.

This supports the conclusions made by Nofriyaldi et al. [20], [14], who found that enhancing work-life balance can be accomplished by offering work motivation through support, fairness, security, and recognition. However, this indicates that while employees may successfully balance their work and personal lives, it does not automatically lead to a direct improvement in their job performance. However,

when employees receive proper appreciation for the tasks they have carried out and get rewards that match their expectations and efforts made and are able to achieve the desired targets, they will feel satisfied and motivated to contribute better in the industry. This condition will ultimately encourage an improvement in employee performance.

3.2.6. The extent to which employee performance is influenced by work-life balance

The results from data collection and analysis reveal a path coefficient with an original sample value of 0.548, indicating a positive relationship. The P-value of 0.000 is below the 0.05 significance level and the T-statistic of 5.184 exceeds the critical T-table value of 1.96. Therefore, it can be concluded that work-life balance (X2) has a significant and positive effect on employee performance (Y). This implies that employee performance rises in tandem with improvements in work-life balance. The results show that work-life balance has a direct and beneficial impact on employees' ability to perform better. This outcome are consistent with the studies by Rizqiyah [2], [18], and [5], which state that improving employee performance can be achieved by improving the harmony between personal and professional lives. In other words, keeping a healthy work-life balance typically involves lead to more effective employee performance.

3.2.7. The extent to which work-life balance can moderate the influence of perceived organizational support on employee performance.

A positive link is shown by the path coefficient, which has an original sample value of 0.375 according to the data collection and analysis results. The T-statistic of 4.725 is more than the crucial T-table value of 1.96, while the P-value of 0.000 is below the 0.05 cutoff. Therefore, it can be concluded shows employee performance (Y) is significantly and favorably impacted by both work-life balance (X2) and perceived organizational support (X1). This suggests that higher levels of perceived organizational support and work-life balance are associated with better employee performance. The results show that these elements have a direct and beneficial impact on raising employee performance. This aligns with similar research by [7], It claims that outstanding employee performance is closely correlated with both perceived organizational support and a healthy work-life balance. Where perceived organizational support strengthens the positive impact of work-life balance which in turn has an impact on employee performance.

4. CONCLUSION

The following conclusions may be made in light of the research findings and discussions about how work-life balance at The Balcone Suites & Resort Bukittinggi mediates the effect of perceived organizational support on employee performance. Employee performance is positively but statistically insignificantly impacted by perceived organizational support, as evidenced by an original sample value of 0.168, a T-statistic of 1.774 that is below the critical value of 1.96, and a P-value of 0.082 that is higher than the 0.05 significance level. Conversely, perceived organizational support significantly and positively influences work-life balance with a P-value of 0.000, below 0.05, a T-statistic of 11.232, over the crucial threshold of 1.96, and an initial sample value of 0.685. Furthermore, an original sample value of 0.548, a T-statistic of 5.184 that above the essential threshold of 1.96, and a P-value of 0.000 all show that work-life balance significantly improves employee performance. Additionally, with a P-value of 0.000, a T-statistic of 4.725 larger than 1.96, and an original sample value of 0.375, work-life balance performs as a significant positive mediator in the association between perceived organizational support and employee performance.

The R-squared value of 0.469 indicates that work-life balance and perceived organizational support explain for 47% of the variation in employee performance, with other variables not covered in this study accounting for the remaining 53%. Similarly, an An R-squared of 0.455 means that 45.5% of the variation in employee performance can be accounted for by perceived organizational support and work-life balance, with the other 54.4% influenced by factors beyond the scope of this research.

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