



THE IMPACT OF WORK–LIFE BALANCE ON EMPLOYEE PERFORMANCE: A SYSTEMATIC REVIEW

DAMPAK KESEIMBANGAN KEHIDUPAN KERJA TERHADAP KINERJA KARYAWAN: TINJAUAN SISTEMATIS

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Abstract

Work-Life Balance is an individual's ability to maintain equilibrium between work demands and personal life. An imbalance between these aspects can lead to stress, fatigue, and decreased motivation, which negatively affect employee performance. Based on a systematic review of 10 selected journals from a total of 135 reviewed studies, it was found that Work-Life Balance has a positive influence on employee performance. Most studies show that employees who can maintain a good balance between work and personal life tend to have higher job satisfaction, stronger organizational commitment, and increased productivity. Work-Life Balance also helps reduce stress and improve focus at work. Therefore, maintaining a balance between work and personal life is an essential factor in enhancing employee performance and overall well-being.

Keywords : Work-Life Balance, Employee Performance, Employee

Abstrak

Work-Life Balance merupakan kemampuan individu untuk menyeimbangkan antara tuntutan pekerjaan dengan kehidupan pribadi. Ketidakseimbangan antara keduanya dapat menyebabkan stres, kelelahan, dan penurunan motivasi yang berdampak pada kinerja karyawan. Berdasarkan hasil tinjauan sistematis terhadap 10 jurnal terpilih dari 135 jurnal yang direview, ditemukan bahwa Work-Life Balance memiliki pengaruh positif terhadap kinerja karyawan. Sebagian besar penelitian menunjukkan bahwa karyawan yang mampu menjaga keseimbangan antara pekerjaan dan kehidupan pribadi memiliki tingkat kepuasan kerja yang lebih tinggi, komitmen organisasi yang kuat, serta produktivitas yang meningkat. Work-Life Balance juga berperan dalam menurunkan stres dan meningkatkan fokus dalam bekerja. Dengan demikian, keseimbangan kehidupan kerja menjadi faktor penting yang dapat meningkatkan kinerja dan kesejahteraan karyawan secara keseluruhan.

Kata Kunci : Work-Life Balance, Kinerja Karyawan, Karyawan.



1. INTRODUCTION

Employee performance is a critical factor determining an organization's success in achieving its strategic goals. However, in recent years, various reports have indicated that employee performance in many sectors has declined due to increasing work pressure and an imbalance between personal and professional life. Gallup (2023) reported that across more than 122 countries, only about 23% of employees worldwide feel engaged and demonstrate high performance, while 44% show low performance, directly impacting productivity and work engagement. A similar phenomenon is occurring in Indonesia. A survey by Jakpat (2022) revealed that 60% of professional workers still frequently bring work home, and 48% admitted their productivity decreased due to difficulties in maintaining work-life balance. These data suggest that the issue of work-life balance has become a primary factor affecting employee performance.

Employee performance is a focal point of research because declining performance impacts not only the individual but also creates economic and psychological consequences for the organization. Low employee performance, for instance, can reduce the quality of services or products and increase operational costs. Employees with low performance often feel a sense of failure and helplessness, eventually experiencing stress, burnout, and high turnover rates (Olusadum & Anulika, 2018; Tarhini et al., 2024; Windarko et al., 2023). Conversely, high performance levels are generally associated with a balance between personal and work life demands, which improves psychological well-being and career development opportunities. A positive work environment, a strong organizational culture, and the implementation of effective performance management practices are empirical factors that play a vital role in driving employee performance (Aliddin et al., 2024; Mon & Siagian, 2024; Windarko et al., 2023; Zhenjing et al., 2022).

Previous studies indicate that employee performance is influenced by various internal and external factors. Internally, Alimo-Metcalfe and Bradley (2021) state that job satisfaction and intrinsic motivation contribute significantly to performance improvement, with satisfied employees showing 30% higher performance. Externally, research by Gemilang and Riana (2021) demonstrates that perceived organizational support has a significant positive influence on employee performance. They found that organizational support enhances engagement and work energy, which in turn drives work quality, commitment, and task effectiveness. Momani et al. (2023) showed that work-life balance has a direct positive influence on employee performance, with up to a 28% performance increase in organizations implementing flexible work policies (flexible hours and hybrid working). Work-life balance provides employees with more stable psychological energy, thereby increasing productivity and work quality.

Among these various factors, work-life balance is the variable most consistently showing a positive relationship with performance. Momani et al. (2023) found that implementing work-life balance policies, such as flexible working hours and hybrid systems, can improve performance by 28%. Other research by Noor and Mahudin (2021) emphasizes that work-life balance increases employee engagement, which indirectly contributes to better performance.



Meanwhile, Okoro and John (2024) found that employees who fail to maintain a balance between work and personal life tend to experience burnout and a decline in organizational commitment. Based on these findings, work-life balance was selected as the independent variable (X) as it is proven to be a significant factor influencing performance.

Work-life balance was chosen as the primary variable because international research consistently identifies it as a key driver of employee performance across various sectors. A study by Timms et al. (2021) found that work-life balance policies—such as time flexibility and the reduction of work-life conflict—can increase task performance by up to 25% while significantly reducing burnout. Amri and Bomboma (2022) in *Frontiers in Psychology* demonstrated that employees with good work-life balance have higher focus, stronger emotional stability, and more consistent productivity compared to those experiencing work-life imbalance. Perengki et al. (2023) showed that work-life balance serves as a psychological protective factor that enhances engagement and work energy, ultimately impacting the effectiveness and quality of work output. Additionally, Medina-Garrido et al. (2023) supported the idea that work-life balance is directly related to performance improvement as it allows employees adequate recovery time, enabling them to work more efficiently and creatively.

Based on these phenomena and empirical findings, this study aims to systematically review previous research discussing the influence of work-life balance on employee performance. Using a systematic literature review approach, this study will identify relationship patterns between variables, uncover potential mediating or moderating roles, and develop an empirical synthesis of how work-life balance can sustainably enhance employee performance. Theoretically, this research is expected to enrich human resource management literature by reinforcing the relevance of the Conservation of Resources Theory (Hobfoll, 1989) and Social Exchange Theory (Blau, 1964) in the context of work balance and performance. Practically, the results of this study are expected to serve as a foundation for organizations and HR practitioners in designing work-life balance policies—such as flexible hours, psychological support, and employee well-being programs—to simultaneously increase productivity and welfare.

2. RESEARCH METHOD

In this review process, the author began by creating a research question using the SPIDER formulation (Sample, Phenomenon of Interest, Design, Evaluation, Research Type). Based on this formulation, the research question in this review is: "How does Work-Life Balance influence Employee Performance?".

After determining the research question, the author continued by compiling search keywords based on the variables used, namely Work-Life Balance and Performance. These terms were used in the article search process through the Scopus, Google Scholar, and Publish or Perish databases. From the search results, the author obtained as many as 135 articles.

Subsequently, a duplication check was performed using Rayyan to ensure there were no identical articles. After that, the author conducted screening based on titles and abstracts, then



read the full text of the remaining articles. From this selection process, 10 journals were obtained that met the research criteria, specifically journals discussing the influence of Work-Life Balance on Employee Performance.

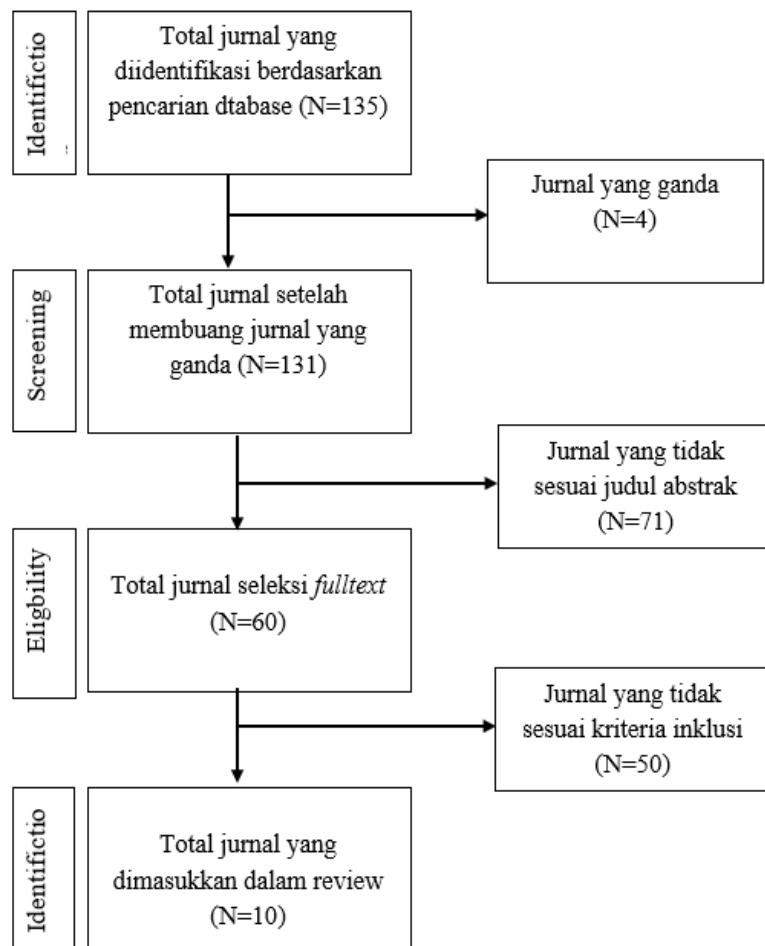


Figure 1. Prism

3. RESULT AND DISCUSSION

The selection and literature screening process are visualized through the PRISMA diagram presented in Figure 1. The researcher established inclusion criteria as boundaries for this literature review to ensure the review results remain relevant and focused. The inclusion criteria for this study include: Article content discusses the relationship or influence between Work-Life Balance and Employee Performance, The article publication year falls within the range of 2020 to 2025 to ensure the data used is current, Articles are written in English or Indonesian for comprehensive understanding, The types of research accommodated include quantitative,



qualitative, and mixed-method studies that present empirical results regarding Work-Life Balance and Performance.

Conversely, the researcher also established exclusion criteria to ensure the suitability and quality of the analysis results, namely: Articles that discuss Work-Life Balance but do not explicitly examine its impact on performance, Articles that are conceptual or do not include empirical data, Publications in the form of books, meta-analyses, or non-scientific reports, Articles that do not transparently and measurably explain the research methods or results.

After the screening process was conducted, a total of 135 initial articles were collected through search results and entered into Rayyan for duplication checks. The next stage was title and abstract screening, followed by full-text reading to ensure alignment with the inclusion criteria. From this entire process, 10 final articles were obtained that were suitable for further analysis in this systematic review.

Table 1. Research Findings

No	Penulis	Subjek	Variabel	Aspek	Negara	Hasil
1.	(Mujahidin dkk., 2023)	160 Pegawai BPKAD	<i>Work-life balance, stres kerja, lingkungan kerja → kinerja</i>	Keseimbangan peran & kepuasan	Indonesia	<i>Work-life balance & lingkungan kerja → kinerja signifikan; stres kerja efeknya variatif.</i>
2.	(Suharno & Muttaqiyathun, 2021)	175 Karyawan Industri Tekstil	<i>Work-life balance, stres kerja → kinerja</i>	Waktu, keterlibatan, kepuasan	Indonesia	<i>Work-life balance meningkatkan kinerja; stres kerja menurunkan performa secara signifikan.</i>
3.	(Waworuntu dkk., 2022a)	Millennial & Gen Z (SLR 35 studi)	<i>Work-life balance, job satisfaction, performance</i>	WFH, fleksibilitas jam, cuti	Multi-Negara	<i>Work-life balance meningkatkan performa generasi muda; fleksibilitas merupakan faktor dominan.</i>
4.	(Al-Kassem dkk., 2025)	Pegawai sektor jasa	<i>Work-life balance → performance</i>	Fleksibilitas jadwal, dukungan supervisor	UEA	<i>Work-life balance berpengaruh signifikan terhadap efektivitas, fokus kerja, dan kualitas output karyawan.</i>



5.	(Susanto dkk., 2022)	400 Karyawan UMKM	<i>Work-life balance, job satisfaction, supervisor support → kinerja</i>	Keseimbangan peran & waktu	Indonesia	<i>Work-life balance → kinerja; kepuasan kerja memediasi supervisor support memperkuat hubungan.</i>
6.	(Eldon dkk., 2024)	117 Karyawan PT Asuransi Jiwa Manulife Indonesia	<i>Work Life Balance, Job Performance</i>	Fleksibilitas waktu & tempat kerja	Australia & Hong Kong	Fleksibilitas meningkatkan engagement & kesehatan mental sehingga menaikkan kinerja.
7.	(Medina-Garrido dkk., 2017)	1.511 pegawai perbankan	<i>Work-family balance, wellbeing, job performance</i>	Kebijakan keluarga, keseimbangan waktu	Spanyol	<i>Wellbeing memediasi hubungan work-life balance → kinerja; semakin seimbang kehidupan kerja-keluarga, performa meningkat.</i>
8.	(Wahyudin dkk., 2025)	235 pegawai RSUD Ade Muhammad Djeon Sintang	<i>Work Life Balance, performance</i>	<i>Time balance, involvement balance, satisfaction balance</i>	Indonesia	<i>Work-life balance → kinerja ; work-life balance → kepuasan kerja ; kepuasan memediasi work-life balance → kinerja</i>
9.	(Hikmah & Lukito, 2021)	Karyawan PLN UP2B	<i>Work-life balance , stres kerja, OCB → kinerja</i>	WIPL, PLIW, PLEW, WEPL	Indonesia	<i>Work-life balance meningkatkan OCB & kinerja; stres kerja menurunkan performa.</i>
10.	(Noviani, 2021)	Pegawai instansi pemerintah	<i>Work-life balance , disiplin kerja → kinerja</i>	Waktu, kepuasan	Indonesia	<i>Work-life balance meningkatkan disiplin & kinerja; disiplin memediasi parsial.</i>



Discussion

Work-life balance is an individual's ability to manage and balance work demands with personal life harmoniously so that both can function without interfering with each other. Work-life balance encompasses the ability to manage time, energy, and responsibilities within the context of work, family, and social life. In the context of modern organizations, work-life balance has become a critical component influencing employee performance because the balance between the work domain and personal life is closely related to psychological conditions, mental health, and work engagement.

Employees who are unable to maintain a balance between work and personal life tend to experience role conflict, prolonged stress, and emotional exhaustion. These conditions result in low work focus, decreased productivity, and the emergence of negative behaviors such as excessive absenteeism and a lack of commitment to the organization. Research by Medina-Garrido et al. (2017) shows that the absence of work-family balance can affect employee well-being, which ultimately reduces the quality of work performance. In high-pressure work contexts such as banking, work-family conflict emerges more prominently and significantly influences work effectiveness.

The presence of work-life balance policies, such as flexible working hours, family leave, work location arrangements, and organizational support, plays a vital role in enhancing employee performance. The results of the systematic review of the analyzed journals show that work-life balance not only has a direct influence on performance but also operates through psychological variables such as well-being and employee engagement. This is consistent with the findings of Timms et al. (2015) that work flexibility can increase engagement and psychological health, which subsequently impacts the improvement of employee work quality.

Furthermore, research by Susanto et al. (2022) found that work-life balance has a positive effect on job satisfaction, which further increases performance, especially in the MSME (UMKM) work environment. Employees who have sufficient rest time and are not overburdened by excessive work demands demonstrate better energy levels in completing tasks. Thus, work-life balance plays a role as a psychosocial resource that can protect employees from excessive stress, as explained in the Conservation of Resources theory.

Similar findings are shown by the study of Al-Kassem et al. (2025), which concludes that organizations implementing work-life balance strategies through supervisor support, flexibility policies, and a supportive work environment are able to improve employee focus, effectiveness, and output quality. In the context of developing countries, these research results are highly relevant because employees tend to face high workloads, long working hours, and significant family demands, making work-life balance an urgent need in HR management.

Several other journals indicate that the impact of work-life balance on performance can also be facilitated by the perception of organizational support. For example, Gemilang & Riana (2021) found that organizational support increases engagement and a sense of belonging in employees, thereby encouraging them to provide their best contribution. When work-life



balance is available and supported by the organization, employee engagement increases and productivity rises.

Based on the synthesis of the 10 journals reviewed, work-life balance is proven to be associated with increased performance across various organizational contexts, ranging from the banking and service sectors to MSMEs. Work-life balance is capable of improving intrinsic motivation, work focus, and emotional well-being, which serve as the foundation of work performance. Additionally, work-life balance reduces the psychological burden associated with burnout and role conflict, which have been the primary causes of declining performance in many job sectors.

Considering the cross-country and cross-sector findings, work-life balance interventions are a relevant strategy that can be applied in Indonesia with various adjustments. Policies such as work-time flexibility, family leave policies, supervisor support, workload management, and hybrid work approaches can help organizations increase productivity while maintaining employee mental health and well-being.

Overall, this systematic review shows that work-life balance is a critical factor that can enhance employee performance through the improvement of well-being, job satisfaction, and engagement. With the increasing complexity of work demands in the modern era, work-life balance policies are no longer just supplementary programs but a vital strategy in human resource management to achieve optimal and sustainable employee performance.

Based on the summary of the 10 articles in the previous table, it can be seen that the relationship between work-life balance and employee performance shows a consistent pattern across various work contexts, including the government, service, manufacturing, and MSME sectors. All studies found that work-life balance is an important factor playing a role in shaping employee behavior, motivation, and work effectiveness. Although each study has variations in additional variables—such as work discipline, work stress, work environment, job satisfaction, and organizational citizenship behavior (OCB)—the final result consistently points to the fact that employees who have a balance between work and personal life tend to demonstrate higher performance.

Some studies, such as those conducted by Noviarini & Muttaqiyathun as well as Hikmah & Lukito, emphasize that work-life balance also acts as a psychological protection that can reduce the impact of work stress. Employees who are able to divide their time and energy proportionally are not easily subjected to excessive pressure, allowing them to maintain work quality. This finding is in line with the Job Demands-Resources Model approach, which explains that the balance between work demands and personal resources can maintain a person's energy, involvement, and work commitment.

Work-life balance operates not only directly but also indirectly through the increase of job satisfaction. This mechanism shows that work-life balance creates more stable psychological conditions, including the emergence of a sense of comfort, acceptance of the job, and a more positive work experience. When employees feel supported in managing work and personal life demands, they tend to have more positive attitudes toward their work, which then



drives performance improvement. This strengthens the Social Exchange theory that the support provided by the organization will be reciprocated with positive work behaviors, such as improved performance quality.

Research by Waworuntu et al. (2022) adds the perspective of working generations, specifically Millennials and Gen Z. These two generations show a greater need for flexibility, work from home, and work hour arrangements that provide space for personal activities. This desire indicates that the implementation of work-life balance is increasingly important in the modern workforce era, which is becoming more mobile and digital. Implementing more adaptive work-life balance policies can increase engagement and retention for both generations.

From several studies involving additional variables such as work discipline (first study) and work environment (Palopo study), it is evident that work-life balance does not stand alone but can interact with other factors that strengthen its effect. Good discipline, for example, ensures that employees remain structured in carrying out their duties despite having the latitude to manage their life balance. Similarly, a supportive work environment can help employees utilize work-life balance optimally to increase productivity.

Overall, the discussion of these ten journals shows that work-life balance has a strategic contribution to improving employee performance through various pathways: stress reduction, increased job satisfaction, increased engagement, and improved attendance and work effectiveness. These studies also imply that organizations need to develop work-life balance policies not just as an additional program, but as a core part of their performance management strategy.

4. CONCLUSION

Based on the results of the systematic review of 10 studies, work-life balance is proven to play a vital role in enhancing employee performance. Most studies indicate that when employees are able to maintain a balance between work and personal life, they experience reduced stress, increased focus, and improved work quality. This condition allows work-life balance to often function as an independent variable that directly contributes to increased productivity, punctuality, and long-term performance stability of employees.

Overall, work-life balance plays a complex and strategic role in the dynamics of employee performance. It not only directly influences the psychological state and work quality of individuals but also serves as a mechanism that explains and strengthens the relationships between other variables within the organizational context. Its presence can help optimize performance by managing work demands and personal life more proportionally. Thus, work-life balance becomes an essential component in organizational efforts to create a sustainable work environment, support employee well-being, and drive the achievement of optimal performance.



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