

## The Role of Human Resources Development on Employee Performance

Satria Hadi Putra <sup>1)</sup> & Widodo <sup>2)</sup>

<sup>1)</sup> Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: [satriahadiputra.std@unissula.ac.id](mailto:satriahadiputra.std@unissula.ac.id)

<sup>2)</sup> Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: [widodo@unissula.ac.id](mailto:widodo@unissula.ac.id)

**Abstract.** The results gleaned from this research suggest that: 1) Successfully managing one's professional and personal life enhances HR Development. This suggests that Human Resources Development is substantially improved when employees achieve equilibrium between their jobs and personal lives. 2) Human Resources Development positively influences how well employees do their jobs. This demonstrates that enhanced HR Development leads to superior employee job performance. 3) Maintaining balance between work and life also has a favorable effect on employee job performance. This implies that workers who successfully balance their work and personal lives are likely to exhibit better job performance. 4) Human Resources Development can serve as an intermediary, influencing the impact of work-life balance on how well employees perform, suggesting it plays a vital role in converting the advantages of work-life balance into visible improvements in their job performance.

**Keywords:** *Development; Employee Performance; Human Resources.*

### 1. Introduction

The concept of work-life balance, often referred to as WLB, has gained increasing recognition in recent years. This concept focuses on how individuals manage their time between work responsibilities and personal activities. Essentially, WLB refers to a person's ability to divide their time and energy equitably between work tasks and personal interests, ensuring neither party is disadvantaged (Bakker & Demerouti, 2023). People's perspectives on WLB have shifted due to rapid technological change, more demanding workplaces, and the rise of remote working practices due to the COVID-19 pandemic (Shah & Purohit, 2024). In this new environment, work is no longer confined to the office, making it increasingly difficult to separate work time from personal time. A study by Greenhaus & Allen (2023) showed that people who effectively manage a healthy WLB typically experience lower stress and increased overall happiness. This suggests that WLB is important not only for balancing

work and career but also has the potential to increase one's productivity and effectiveness. However, achieving a perfect WLB can be challenging, especially in work environments with strict rules. Therefore, it is important for companies to establish policies and create a work environment that allows employees to achieve this balance.

WLB also plays a role in determining how happy employees are with their jobs, which can impact company performance. A 2023 Babb study showed that when people have a good work-life balance, they tend to be more satisfied with their jobs, which can encourage them to be more engaged and contribute more to the company. Therefore, maintaining a work-life balance is crucial to ensure employee happiness and the company's long-term success.

Organizational management relies heavily on Human Resource Development (HRM), which focuses on enhancing employees' skills, knowledge, and talents to adapt to the company's ever-changing demands. HR development activities include training, career advancement opportunities, mentoring, and other initiatives aimed at enhancing employee skills and performance. Emphasizing HR development in today's competitive business environment is crucial if you want to stay ahead of the competition.

Johnson and Patel stated in 2023 that human resource development is crucial for building a flexible and innovative workforce ready to face market challenges. Companies that highly value their employees' professional growth often see higher levels of employee loyalty and retention. Furthermore, Luthans found in 2024 that developing technological skills and social skills is crucial for improving employee performance and overall organizational performance.

Furthermore, human resource development is related to creating a work environment that encourages teamwork and innovation. Companies that foster a culture of learning and provide opportunities for employee development are better able to increase employee motivation and engagement, which in turn leads to improved performance (Albrecht, 2023). Therefore, successful human resource development should not only focus on job-related skills but also on mental and social aspects that enhance individual and group performance.

The integration of human resource development is closely linked to an organization's ability to navigate increasingly rapid changes. For example, adapting to new technologies and flexible work systems requires innovative skills and mindsets. Therefore, organizations that invest in sustainable human resource development will be better prepared to face future challenges (Kaur & Singh, 2024).

Evaluating employee performance is crucial to understanding company performance. This can be assessed using various metrics, such as how effectively they achieve goals, their work efficiency, their job performance, and their contribution to achieving company goals. In today's highly competitive business environment, it is crucial for companies to accurately assess and improve employee performance to maintain success. Ryan and Deci (2023) argue

that achieving peak performance depends not only on the right technical skills but also on motivation, job satisfaction, and a supportive work environment.

A key aspect influencing employee performance is a good balance between work and personal life. A study by Priya et al. (2023) showed that workers who are able to balance the demands of their work and personal lives are typically more focused, productive, and dedicated to their work. Consequently, companies that encourage a good work-life balance among employees can see significant increases in productivity. Conversely, overwork can negatively impact work performance, increase absenteeism, and damage employees' psychological and physical health (Chen et al., 2023).

The expansion and advancement of human resources have a substantial impact on employee performance. Employees can develop their technical and managerial skills through successful training programs. These efforts not only improve individual performance but also support the organization in achieving its stated goals. Singh and Gupta (2024) report that well-planned training can improve employee performance, foster better collaboration, and accelerate the achievement of business goals.

Furthermore, strong leadership significantly impacts employee performance. Gonzalez and Spector (2024) demonstrated that leaders who provide clear instructions, emotional support, and insightful criticism can improve employee morale and performance. Therefore, successful performance management requires a well-thought-out plan that includes opportunities for skill development, inspiration, and adequate support.

There is a significant relationship between work-life balance, human resource development, and employee performance. Companies that link their work-life balance programs with human resource development efforts tend to improve employee performance more effectively. Employees who receive support in managing their work and personal lives typically demonstrate higher productivity and motivation, which positively impacts their work performance.

As found in a 2024 study by Yadav and Verma, workers who enjoy a solid work-life balance are more receptive to learning and development opportunities, leading to better outcomes in employee development. Furthermore, strong employee development helps employees manage stress and use their time effectively, which supports them in maintaining a healthy work-life balance.

Furthermore, when employees perform better, the entire organization tends to prosper. In conclusion, companies that prioritize work-life balance and allocate funds for human resource development will see better results from their employees, who will be more engaged, satisfied, and effective, ultimately helping the organization perform better.

Cahyani et al. (2024) and Putri & Frianto (2023) have pointed out inconsistencies in recent studies regarding how work-life balance affects employee performance, suggesting a

possible positive relationship between the two. These studies revealed a substantial and positive correlation between work effectiveness and a healthy work-life balance. On the other hand, studies such as those conducted by Marsyanda & Rozaq (2024) and Alfranssyah et al. (2023) show that work-life balance has no effect on employee performance. The data they collected showed no clear relationship between employee performance and a healthy work-life balance.

## 2. Research Methods

This study uses an explanatory study to illustrate how work-life balance and human resource development impact employee performance. This study falls into the explanatory study category. According to Sugiyono (2013), an explanatory study aims to clarify the influence of the variables studied and their relationships by comprehensively testing the proposed hypotheses. This study employs a quantitative approach, utilizing numerical data analyzed using statistical techniques.

## 3. Results and Discussion

### 3.1. Structural Model Analysis (Inner Model)

The purpose of this assessment is to clarify the relationships between the examined components, using the t-test in the partial least squares approach. Various structural model evaluations are performed, such as the R-squared test to evaluate dependent elements, the Stone-Geisser Q-squared test to ensure predictive ability (Q2), and an evaluation of the significance of the coefficients contained in the structural path parameters.

#### 1. Coefficient of Determination(R-square)

The next step in evaluating a structural model is to use the coefficient of determination ( $R^2$ ). Evaluating a structural model involves observing how much variation it explains by examining the  $R^2$  for the dependent latent variable. A model is considered effective if its value is close to 1. Conversely, a value lower than 0 indicates that the model has poor predictive value. Recommendations: 0.25 = weak, 0.50 = average, 0.75 = strong.

**Tabel 4. 12. Coefficient of Determination (R-square)**

	R Square	Adjusted R Square
Employee Performance (Z)	0,791	0,787
HR Development (X2)	0,640	0,636

Sumber : Data Primer yang diolah, 2025

The coefficient of determination findings are presented in Table. According to Ghozali's statement in 2011, a coefficient of determination of 0.67 indicates a fairly good finding, but a coefficient of 0.33 indicates a weaker finding. The coefficient of determination presented in the previous table explains the extent to which the independent variables explain the observed variation in the dependent variable.

Based on the interpretation guidelines according to Chin (1998) and Hair et al. (2010):

- Nilai  $R^2 \geq 0,75$  = kuat
- Nilai  $0,50 \leq R^2 < 0,75$  = moderat
- Nilai  $0,25 \leq R^2 < 0,50$  = lemah

#### **a. Employee Performance (Z)**

An R-squared score of 0.791 indicates that 79.1% of employee performance can be influenced by work-life balance and human resource development. The remaining 20.9% is determined by factors not discussed in this study. This score is considered robust, indicating that the model is very good at predicting employee performance.

#### **b. HR Development (X2)**

The R-squared value of 0.640 indicates that work-life balance accounts for 64.0% of HR development, while the remaining 36.0% is due to various factors not included in the framework. This value is within the average range, indicating that the framework has substantial power in clarifying these variables.

### **Conclusion**

1. The employee performance construct variable has strong predictability, with an  $R^2$  value of 0.791.
2. The human resource development factor shows a good level of predictability, reaching an  $R^2$  figure of 0.640.
3. This shows that maintaining a healthy balance between work time and personal time is very helpful in improving HR development, which also has a big impact on employee performance.
4. This total  $R^2$  figure can help assess the overall model fit and indicate that the structural model found is statistically valid.

#### **2. Effect Size (F-squared)**

In addition to evaluating the  $R^2$  measure for each construct in the predicted model, we can also measure the effect size ( $F^2$ ) by analyzing the change in the  $R^2$  value when the exogenous construct is removed from consideration in the model. This helps determine whether the removed construct has a significant effect on the predicted construct; this particular measure is referred to as the F-squared effect size. Established guidelines for interpreting  $F^2$  state that degrees of 0.02, 0.015, and 0.35 indicate minimal, moderate, and substantial effects, respectively (Cohen, 1998), originating from the exogenous latent variable. The absence of an effect is indicated by an effect size below 0.02.



0,02 = lemah

0,15 = moderat

0,35 = kuat

**Tabel 4. 13. Effect Size (F-square)**

	Employee Performance (Z)	HR Development (X2)	Work Life Balance (X1)
Employee Performance (Z)			
HR Development (X2)	0,333		
Work Life Balance (X1)	0,428	1,775	

Sumber : Data Primer yang diolah, 2025

Based on Table, the F-squared Effect Size indicates that external latent factors have a significant influence on internal factors. This is based on the following levels: 0.02 is considered weak, 0.15 is considered moderate, and 0.35 is considered strong.

**a. HR Development (X2) → Employee Performance (Z)**

The recorded F-square statistic of 0.333 indicates that the impact of HR development on employee performance ranges from moderately significant to quite strong. This suggests that enhanced HR development initiatives have the potential to play a key role in improving employee engagement levels in their roles.

**b. Work-Life Balance (X1) → Employee Performance (Z)**

The F-square statistic, recorded at 0.428, indicates that how employees manage their work and personal lives significantly impacts their performance at work. This suggests that a positive perception of work-life balance leads to increased effectiveness in an employee's role.

**c. Work Life Balance (X1) → HR Development (X2)**

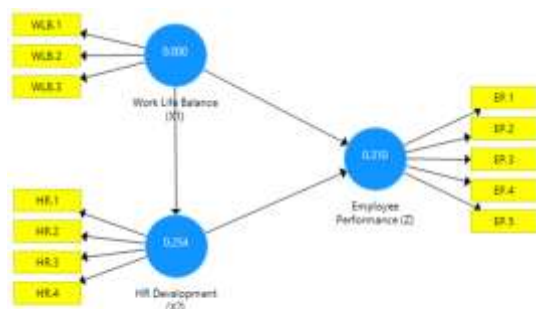
The F-square statistic of 1.775 is considered quite significant. This indicates that a good balance between work and personal life significantly impacts a person's development in their career. Companies that focus on a positive work-life balance for their employees tend to improve the quality of their workforce.

Based on the F-squared effect analysis, work-life balance has emerged as a key factor influencing HR development and employee success. At the same time, HR development also significantly contributes to increased employee productivity, although not as strongly as the direct impact of maintaining a healthy work-life balance. Therefore, efforts to achieve work-life balance should be considered a fundamental part of any HR management strategy.

### 3. Predictive Relevance (Q-Square)

The predictive relevance  $Q^2$ , another assessment technique for structural models, assesses how well the model predicts. When latent endogenous variables are measured using a reflective measurement model, this evaluation is appropriate.  $Q^2$ , sometimes known as the

Stone-Geisser  $Q^2$ , is named after its developer (Stone, 1974; Geisser, 1974; especially in PLS analysis). This measure is only appropriate for reflective endogenous factors. A PLS-SEM model demonstrates predictive power for endogenous variables if the  $Q^2$  value exceeds 0 in a supervised context. However, if the  $Q^2$  value is less than or equal to 0, the model is considered ineffective in predicting the endogenous factors under consideration.



Gambar 4. 2.  
Hasil Blindfolding

The  $Q^2$  assessment is obtained through a masking technique, which is used to eliminate gaps formed through the available data. Masking is a process of assessing understanding that methodically removes data from factors that indicate the dependent variable. This process also provides projected values for the parameters associated with the remaining information. The masking step in PLS analysis is performed to calculate the Stone-Geisser indicator, which indicates how well a model can predict findings.

Tabel 4.14 Construct Crossvalidated Redundancy

	SSO	SSE	$Q^2 (=1 - SSE/SSO)$
Employee Performance (Z)	500,000	345,238	0,310
HR Development (X2)	400,000	298,245	0,254
Work Life Balance (X1)	300,000	300,000	

Tabel 4.16 Construct Crossvalidated Communality

	SSO	SSE	$Q^2 (=1 - SSE/SSO)$
Employee Performance (Z)	500,000	403,393	0,193
HR Development (X2)	400,000	346,401	0,134
Work Life Balance (X1)	300,000	231,713	0,228

Tabel 4.15. Predictive Relevance (Q-square)

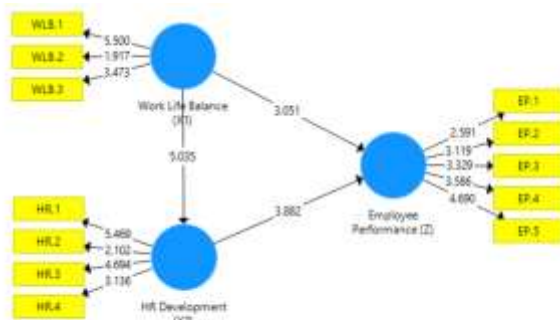
Varibel	CV Communality	CV Redudancy
Employee Performance (Z)	0,193	0,310
HR Development (X2)	0,134	0,254
Work Life Balance (X1)	0,228	

Sumber : Data Primer yang diolah, 2025

The cross-validation test findings, the shared variance index, and the overlap index evaluate how well the study's structural model performs. This indicates that the structural model performs well when compared to the measurement model. All internal variables should have positive index values, as demonstrated by Tanenhaus and his team in 2008. Furthermore, the overlap index includes important metrics for assessing the quality of each

structural equation. This study proves that the model can predict accurately, as all latent variables have positive cross-validation overlaps and shared variance values above zero. In Table and Figure, the  $Q^2$  value indicates that each dependent variable is above zero. Therefore, it can be said that the quality of the structural model in this study is considered appropriate.

#### 4. Hypothesis Testing



Gambar 4. 3  
Pengujian Model Struktural

This study investigates three distinct underlying premises related to the Internal Framework. It employs a method mirroring regression analysis, employing a null hypothesis combined with a t-test to measure the causal relationships established within the framework. The null hypothesis states that the regression coefficient for each relationship studied is equal to zero. Based on the diagram previously depicted, a detailed explanation of the findings is provided in the following section.

##### a. Direct Influence

Path coefficients in PLS-SEM help measure how strongly and how interrelated constructs (latent variables) are within a structural model. These path coefficients are assessed using p-values and t-statistics obtained from bootstrapping. When the p-value is 0.05 or lower and the t-statistic exceeds 1.96, the direct effect is considered statistically significant.

Table. Direct Influence (Path Coefficient)

Koefisien Jalur	Original sampel (O)	Sample mean (M)	Standard Deviation (STDEV)	T statistik	P values	Keterangan
Work Life Balance -> Employee Performance	0.498	0.458	0.163	3.051	0.002	H <sub>1</sub> diterima
HR Development -> Employee Performance	0.439	0.425	0.113	3.882	0.000	H <sub>2</sub> diterima
Work Life Balance -> HR Development	0.800	0.739	0.159	5.035	0.000	H <sub>3</sub> diterima



If we look closely at the information in table presented previously, it is clear that of the three questions we examined in this study, the next question is:

### **1) How Work Life Balance Affects Employee Performance**

Based on the path coefficient findings, it was revealed that the P-value indicating the effect of work-life balance on employee performance was 0.002, which is smaller than 0.05, and the T-Statistic value was 3.051, which is greater than 1.96. In addition, the initial sample showed a positive value of 0.498. This indicates that work-life balance has a positive and significant impact on employee performance. These findings confirm the first hypothesis, which means H1 is accepted.

### **2) The Influence of HR Development on Employee Performance**

The path coefficient findings indicate that the P-value used to assess the effect of HR expansion on employee productivity is 0.000, which is below the 0.05 threshold, and the T-statistic is at 3.882, exceeding 1.96. Meanwhile, the primary sample shows a positive figure of 0.439. This indicates that HR expansion has a significant and positive impact on employee performance. This finding strengthens the second proposition, thus confirming the validity of H2.

### **3) The Influence of Harmonizing Professional and Personal Life on Human Resource Development**

Referring to the path coefficient findings, the P-value indicating the impact of work-life alignment on HR advancement is 0.000, which is below the threshold of 0.05, and the T-statistic is recorded at 5.035, exceeding 1.96. Meanwhile, the initial sample shows a positive value of 0.800. This indicates that finding a balance between professional duties and personal life has a constructive and significant impact on HR development. This finding strengthens the third assumption, thus confirming the acceptance of H2.

#### **b. Indirect Influence**

In PLS-SEM, the indirect effect examines how the dependent variable influences the relationship between the independent and dependent variables. Simply put, the indirect effect indicates how much the independent variable influences the dependent variable through the dependent variable. To evaluate the indirect effect, we use the p-value and t-statistic obtained from the bootstrapping method. An indirect effect is considered statistically significant if the p-value is higher than 0.05 and the t-statistic is greater than 1.96.

Tabel 4.17. Pengaruh Tidak Langsung (*Specific Indirect Effect*)

Koefisien Jalur	Original sampel (O)	Sample mean (M)	Standard Deviation (STDEV)	T statistik	P values	Keterangan
Work Life Balance → HR Development → Employee Performance	0.351	0.315	0.102	3.445	0.001	Mampu memediasi

Based on the details presented in Table, the mediated effect P-value is clearly 0.001, a figure less than 0.05, with a T-statistic of 3.445, which exceeds 1.96, starting with an initial sample of 0.351 indicating a positive effect. The suggestion here is that HR development has the capacity to strengthen how a good work-life balance can positively change employee performance. From these findings, it is clear that HR development plays a significant role in building a positive relationship between work-life balance and employee effectiveness.

### 3.2. The Impact of Work-Life Balance on Work Performance

The findings from the hypothesis test indicate that work-life balance has a significant and positive effect on employee performance, with a path coefficient (O) of 0.498. The t-statistic value is 3.051 and a significance level of 0.002, lower than the critical value of 0.05. Therefore, based on this information, H0 is rejected while H1 is accepted, thus finding the understanding that a good work-life balance significantly and positively affects employee performance. From the findings of the initial evaluation of the hypothesis in this study, it is clear that work-life balance has a positive effect on employee performance. This is supported by evidence showing that when work-life balance improves, employee performance also increases. One factor that influences the relationship between work-life balance and performance is employee mental health. Those who maintain a good balance between work and life often have lower stress levels, which is very important for their performance.

A study by Anhar, Suryaningsih, and Fadillah (2024) showed that flexible working hours provided by companies allow employees to better manage their time, thereby reducing stress and improving mental health. Employees with good mental health are better able to concentrate, innovate, and work efficiently, all of which contribute to improved performance (Anhar, Suryaningsih, & Fadillah, 2024).

The findings of numerous studies clearly demonstrate a strong correlation between an individual's career-life balance and their effectiveness in performing their job functions. Workers who carefully align professional duties with personal affairs generally demonstrate higher efficacy, a stronger sense of commitment to their work, and better mental health, all of which contribute to increased productivity in the workplace. Consequently, organizations that formulate and implement work-life balance strategies that enhance their workforce's capacity to juggle multiple obligations tend to observe significant increases in satisfaction and achievement among their personnel.

### **3.2.1. The Influence of HR Development on Employee Performance**

The study findings indicate that Human Resource Development (HRD) has a positive effect on employee performance. The path coefficient is 0.439, and the t-statistic is 3.882, with a significance level of 0.000, which is less than 0.05. Therefore, the null hypothesis (H0) is rejected and the alternative hypothesis (H2) is accepted, indicating that HRD has a positive effect on employee performance. Thus, more extensive HRD results in better employee performance.

Human resource development is crucial for improving employee performance. Many recent studies have found a positive relationship between human resource development and employee effectiveness. Cahyati (2023) showed that human resource development, including skills enhancement and job training, significantly impacts employee performance, both separately and in combination. This study demonstrates that skills enhancement and training can positively improve employee performance.

Sabri et al. (2023) determined that employee performance is primarily shaped by human resource development and leadership, with organizational commitment acting as an enabling factor. This suggests that, when combined with strong leadership and dedication to the company, competent human resource development can improve employee performance. Arzain et al. (2024) revealed that organizational culture is positively influenced by human resource development, which in turn contributes to better employee performance. This study underscores the crucial role of organizational culture in improving employee efficiency. As found by Leuhery et al. (2023), human resource development, including educational opportunities, job training, and career advancement, significantly impacts employee performance in the South Sumatra Provincial Government. The importance of job promotions within the context of human resource development is also emphasized in their findings. In summary, the findings of this study suggest that human resource development can pave the way for improved employee performance. This includes initiatives such as training courses, skills development activities, career development opportunities, and fostering a supportive workplace atmosphere. Implementing an appropriate approach focused on human resource development is expected to increase employee productivity and effectively drive the achievement of organizational goals.

### **3.2.2. How Work-Life Balance Impacts Human Resource Development**

The study findings indicate that a good work-life balance is highly beneficial for HR Development, with a path coefficient of 0.800. The t-statistic value also reached 5.035 and had a significance level of 0.000, which is below 0.05. Consequently, H0 is rejected and H3 is accepted, meaning that work-life balance has a positive and significant effect on HR Development. Consequently, as HR Development improves, employee performance also improves.

Improving employee performance is highly dependent on human resource development (HRD). Many recent studies have revealed a strong relationship between HRD development and employee performance. A 2023 study by Cahyati showed that HRD development, skills, and workplace learning significantly influence employee performance, both collectively and individually. This study suggests that improving workplace learning and skills can lead to improved employee performance.

Sabri et al., in their 2023 study, showed that human resource development and leadership significantly impact employee performance, with commitment to the organization being a key factor. This suggests that effective human resource development can improve employee performance, especially when combined with strong leadership and a deep commitment to the organization. A 2024 study by Arzain and colleagues found that human resource development positively impacts organizational culture, which helps employees perform better. This study highlights the importance of organizational culture in achieving high employee performance.

A 2023 review by Leuhery and colleagues found that human resource development activities such as education, job training, and job promotions significantly improved employee performance in government agencies in South Sumatra Province. This study further underscores the importance of job promotions in human resource development.

In essence, the study's findings demonstrate that enhancing staff capabilities through education, skills development, career advancement opportunities, and fostering a positive work environment can lead to improved productivity. If the right approach to staff development is implemented, output will likely increase and company targets will be achieved.

### **3.2.3. Indirect Influence**

Studies show that improving human resources can enhance the positive impact of work-life balance on employee performance. These findings suggest that human resource development plays a crucial role in linking work-life balance to employee performance. This means that improving human resources creates a work environment that values and supports the management of work and personal life. Ultimately, the positive outcomes of better human resource strategies and a healthy work-life balance will translate into higher employee performance and overall better outcomes.

According to Septiani and Setiyati's (2025) study, this study agrees with their findings which show that HR development functions as a mediator by utilizing professional growth prospects, skill enhancement, and supportive strategies that build a constructive balance between professional and personal life, which ultimately increases employee productivity. This view is reinforced by Sun's 2024 study, which illustrates that HR development, through providing pathways for career advancement, flexible work arrangements, and initiatives that support employee well-being, can create a satisfying atmosphere where consistent

alignment between work and personal commitments contributes to increased productivity, job satisfaction, and better overall findings.

Because these initiatives help create a work atmosphere and regulations that encourage this balance, human resource development can strengthen the positive influence of work-life balance on employee performance. Studies have found improvements in employee performance, inspiration, job satisfaction, and engagement, all of which positively impact performance. Furthermore, human resource development is necessary to build a workplace that supports a healthy work-life balance. Human resource development often includes support programs, such as recreational activities, wellness services, and counseling. These activities enable employees to maintain their physical and mental health, which in turn significantly improves their work-life balance. When employees have a good work-life balance, they have more time to relax and pursue hobbies outside of work. This helps reduce stress and fatigue, which can interfere with attention and performance, which in turn positively impacts employee performance at PT Nippon Indosari Corpindo Semarang (Sari Roti).

#### 4. Conclusion

The main focus of this study is how work-life balance, along with human resource development, impacts employee performance. The study's findings can be summarized in the following points: 1. Finding a good balance between work and personal obligations has a real and documented positive impact on HR growth. Simply put, people who find a good balance between work and personal life typically experience more significant growth in their HR skills. 2. Improving HR skills has a positive and tangible impact on employee performance. This means that greater efforts in training and improving employee skills and knowledge will result in better performance in the workplace. 3. Maintaining a good balance between work and personal life responsibilities has a significant and positive impact on overall employee performance. In other words, when someone effectively balances their work and personal life, their efficiency and productivity in the workplace tend to increase. 4. Human resource development plays an interventional role by influencing the relationship between how well employees manage their personal and professional lives and how effectively they perform at work. This highlights the importance of HR development in converting the potential for a healthy work-life balance into tangible and tangible improvements in employee performance.

#### 5. References

##### Journals:

Albrecht, S. L. (2023). *Employee Engagement and Organizational Performance: The Role of HR Development*. Human Resource Management Review, 33(2), 45-59.



- Allen, T.D., et al. (2024). Work-Life Balance and Employee Performance. *Journal of Organizational Behavior*, 45(1), 12-28.
- Baba, Y., & Kadir, M. (2023). Motivational Factors and Employee Performance: A Case Study. *Journal of Organizational Behavior*, 29(2), 115-130.
- Babb, D. (2023). Work-Life Balance and Employee Satisfaction: A Comprehensive Review. *Journal of Workplace Health*, 20(3), 210-223.
- Bakker, A. B., & Demerouti, E. (2023). Work-Life Balance and Employee Well-Being: The Role of Job Demands and Resources. *Journal of Applied Psychology*, 108(1), 95-112.
- Cahyani, A., Oktaviana, P., & Dwianto, A. S. (2024). The Effect of Work-Life Balance on Employee Performance: Case Study at PT. Kamiidea Indonesia. *Jurnal Bina Bangsa Ekonomika*, 17(2), 2278-2283. [jbbe.lppmbinabangsa.id](http://jbbe.lppmbinabangsa.id)
- Carson, T., Lee, M., & Jenkins, L. (2023). The Impact of Employee Motivation on Organizational Success. *Human Resources Review*, 47(3), 55-70.
- Firdaus, A. (2024). Peran kebijakan fleksibilitas kerja dalam meningkatkan keseimbangan hidup karyawan. *Jurnal Psikologi Industri*, 22(3), 85-98.
- Fitzgerald, H., & Whitley, R. (2024). Leadership and Organizational Culture: Their Effect on Employee Performance. *International Journal of Management Studies*, 38(1), 101-120.
- Gonzalez, C., & Spector, P. E. (2024). *Leadership and Employee Performance: Exploring the Link between Leadership Style and Employee Engagement*. *Journal of Organizational Behavior*, 45(2), 199-213.
- Greenhaus, J.H., & Allen, T.D. (2023). Work-Life Balance and its Impact on Employee Outcomes. *Academy of Management Perspectives*, 33(2), 160-173.
- Hadi, S. (2023). Strategi pengembangan SDM dalam meningkatkan daya saing organisasi. *Jurnal Pengembangan SDM*, 12(4), 75-90.
- Henderson, T., & Grant, M. (2024). Commitment and Motivation: Key Drivers of Employee Performance. *Organizational Development Journal*, 14(4), 200-220.
- Johnson, R., & Patel, S. (2023). HR Development Strategies for Organizational Success: Aligning Employee Growth with Corporate Goals. *Human Resource Development Quarterly*, 35(4), 412-428.
- Kamal, M., & Darwis, S. (2023). Performance Appraisal and Employee Motivation: A Practical Approach. *Business Management Review*, 32(2), 180-195.

- Leuhery, F., Ratnawita, R., Atmojo, K., Hermiyetti, H., & Putra, H. D. (2023). The Effect of Human Resources Development on Employee Performance at Government Office in South Sumatra. *Kontigensi: Jurnal Ilmiah Manajemen*, 11(2), 671-678.
- Manning, P., & Frost, D. (2024). Training Programs and Employee Productivity. *Journal of Workforce Development*, 33(1), 22-39.
- Marsyanda, E., & Rozaq, K. (2024). Pengaruh Work-Life Balance dan Lingkungan Kerja terhadap Kinerja Karyawan melalui Komitmen Afektif sebagai Variabel Intervening. *Jurnal Ilmu Manajemen*, 12(3), 607–621. *Jurnal UNESA*
- Nugroho, D. (2024). Penerapan HR development dalam meningkatkan produktivitas organisasi. *Jurnal Bisnis dan Manajemen*, 28(2), 32-47.
- Pradana, D. (2023). Konsep work-life balance dan tantangan yang dihadapi oleh generasi millennial. *Jurnal Bisnis dan Manajemen*, 21(4), 75-82.
- Priya, S., Sharma, P., & Khanna, M. (2023). Employee Training Programs and Their Impact on Organizational Performance. *International Journal of Business and Management*, 10(2), 100-115.
- Rahman, M., & Sulaiman, Z. (2024). Indikator kerja yang mempengaruhi work-life balance di perusahaan teknologi. *Jurnal Manajemen SDM*, 30(1), 112-125.
- Ryan, R. M., & Deci, E. L. (2023). Self-Determination Theory and Employee Motivation: The Influence of Autonomy on Job Performance. *Academy of Management Review*, 48(1), 94-107.
- Sabri, S., Sumardin, S., & Mustaqim, H. (2023). The Effect of Human Resource Development and Leadership on Employee Performance with Organizational Commitment. *JPPI (Jurnal Studi Pendidikan Indonesia)*, 9(1), 45-52.
- Sari, L. (2023). Pengaruh kebijakan pengembangan SDM terhadap retensi karyawan. *Jurnal Pengelolaan SDM*, 18(1), 45-59.
- Tugman, J., & Munson, P. (2023). Measuring Employee Performance in the Modern Workplace. *Human Resources International*, 25(2), 30-45.
- Wahyuni, P., & Aditya, A. (2023). Hubungan antara kepuasan kerja dan pengembangan karir melalui HR development. *Jurnal Psikologi Industri*, 22(4), 85-102.
- Wang, Y., & Zhang, X. (2024). 360-Degree Feedback: A Comprehensive Tool for Performance Evaluation. *Journal of Leadership Studies*, 16(2), 50-65.
- Yadav, P., & Verma, S. (2024). Work-Life Balance, HR Development, and Employee Performance: The Integrated Approach. *International Journal of HRM*, 28(5), 245-261.