

Public Sector Employee Performance, Work-Life Balance, and Performance Management: Empirical Evidence from the Office of Women Empowerment in Buleleng Regency

Putu Gilang Mas Suputra ^{1*}, Ni Made Ary Widiastini ², Made Ary Meitriana ³

^{1*,2,3} Department of Magister Management, Universitas Pendidikan Ganesha, Buleleng Regency, Bali Province, Indonesia

Email: masgilang2000@gmail.com ^{1*}, ary.widiastini@gmail.com ², ary.meitriana@yahoo.com ³

Article history:

Received August 21, 2026

Revised August 25, 2026

Accepted August 27, 2026

Abstract

This study aims to examine the partial and simultaneous effects of work-life balance and performance management on employee performance at the Population Control, Family Planning, Women's Empowerment, and Child Protection Office of Buleleng Regency. The study is significant because employees in this institution are responsible not only for administrative duties but also for handling sensitive social cases that require accuracy, timeliness, and emotional regulation. A mixed-methods approach with a sequential explanatory design was employed. The quantitative phase involved all 85 employees selected through total sampling. Data were collected using questionnaires and analyzed through multiple linear regression with SPSS. The qualitative phase involved five purposively selected informants who participated in interviews to provide further explanations of the statistical findings. The results showed that work-life balance had a positive and significant effect on employee performance ($\beta = 0.540$; $t = 4.980$; $p < 0.001$), while performance management also had a positive and significant effect ($\beta = 0.365$; $t = 3.364$; $p = 0.001$). Simultaneously, both variables significantly influenced employee performance ($F = 136.881$; $p < 0.001$), with an adjusted R^2 of 0.764. The qualitative findings indicated that flexibility in meeting family needs, supervisory support, clarity of employee performance targets, and regular feedback helped employees maintain their performance. The study recommends periodic workload evaluation, structured performance coaching, and psychological support for employees handling sensitive cases.

Keywords:

Employee performance; Mixed methods; Performance management; Public sector; Work-life balance.

1. INTRODUCTION

Employee performance constitutes a central foundation for maintaining the quality, responsiveness, and accountability of public services. Government policies, budgets, administrative procedures, and technological resources cannot independently produce effective services without employees who are able to perform their responsibilities accurately, promptly, and consistently. From a management perspective, employee performance is not limited to the final output of work. It results from the interaction between individual capabilities, personal conditions, organizational support, leadership practices, and the management systems implemented within the institution. Organizational culture also shapes productivity and work quality by influencing the values, routines, and behavioural patterns that develop in the workplace (Meitriana & Irwansyah, 2017). Therefore, human resource management in the public sector must address organizational targets while also considering the personal and psychological conditions of employees who deliver services to the community.

This issue is particularly relevant to the Population Control, Family Planning, Women's Empowerment, and Child Protection Office of Buleleng Regency. The institution performs a wide range of functions, including administrative work, programme implementation, reporting, inter-agency coordination, community services,

and the handling of sensitive social cases involving women and children. These responsibilities require accuracy, timely responses, effective communication, accountability, and emotional control. Unlike routine administrative work, the management of sensitive cases may expose employees to emotional pressure that continues beyond formal working hours. Consequently, employee performance in this institution cannot be understood solely through the achievement of administrative targets. It must also be examined in relation to employees' capacity to maintain personal resources and the organization's ability to provide clear direction, feedback, and developmental support.

In the Indonesian public sector, employee performance is commonly reflected in the quality and quantity of completed work, timeliness, and responsibility. It also involves the alignment of individual objectives with institutional goals. Government Regulation of the Republic of Indonesia No. 30 of 2019 concerning the Performance Appraisal of Civil Servants and Regulation of the Minister of Administrative and Bureaucratic Reform No. 6 of 2022 concerning the Performance Management of State Civil Apparatus Employees emphasize employee performance targets, managerial expectations, performance dialogue, evaluation, and employee development. These regulations indicate that performance management should not merely serve as an administrative appraisal mechanism. Instead, it should function as an integrated process through which employees receive direction, understand performance expectations, identify work-related obstacles, and improve their competencies over time.

One factor that may determine employees' ability to maintain consistent performance is work-life balance. Wayne et al. (2023) conceptualized work-life balance through three dimensions: time balance, involvement balance, and satisfaction balance across work and family roles. This perspective does not require employees to allocate identical amounts of time to work and personal life. Rather, balance exists when individuals can fulfil their work and non-work responsibilities in accordance with their priorities and values. Wayne et al. (2023) further explained that work-life balance is achieved when effectiveness and satisfaction in work and non-work roles are consistent with an individual's needs and life values. Thus, work-life balance represents a subjective experience and cannot be evaluated solely by counting working hours.

Work-life balance is especially important in occupations involving time pressure and emotional demands. Continuous work demands may deplete employees' physical, cognitive, and emotional resources when adequate opportunities for recovery are unavailable. Such depletion can reduce concentration, accuracy, emotional stability, and persistence. In contrast, sufficient time for family responsibilities, supervisory support, healthy work boundaries, and opportunities for psychological recovery may help employees preserve the resources needed to perform effectively. Kaltiainen and Hakanen (2024) showed that the relationship between work and non-work life includes both interference and enhancement. Demands in one domain may disrupt functioning in another, while positive experiences in personal life may also strengthen an individual's functioning at work. Susanto et al. (2022) similarly found that work-life balance was associated with job satisfaction, life satisfaction, and mental health across different cultural contexts. In Indonesia, employee performance has also been linked to work-related stress and job satisfaction, indicating that performance changes are influenced not only by professional competence but also by employees' psychological conditions (Andiani & Telagawathi, 2020).

The relevance of work-life balance in the present study can be explained through Conservation of Resources Theory. The Resources to Balance (2023) argued that individuals seek to acquire, maintain, and protect valuable resources such as time, energy, health, social support, and personal capabilities. Psychological strain arises when these resources are threatened, lost, or insufficiently restored. Employees at the Population Control, Family Planning, Women's Empowerment, and Child Protection Office use physical, cognitive, and emotional resources to complete administrative duties, communicate with service recipients, coordinate across institutions, and respond to sensitive cases. When these demands continue without sufficient recovery, employees may experience difficulty maintaining accuracy, concentration, and emotional regulation. Work-life balance can therefore be understood as a condition that supports the preservation and recovery of resources required for sustained performance.

Nevertheless, personal balance alone is insufficient to ensure effective performance. Employees also require clear objectives, consistent monitoring, objective evaluation, timely feedback, and opportunities for development. These organizational mechanisms are included in performance management. Aguinis (2019) described performance management as a continuous process through which organizations align employee contributions with organizational objectives. DeNisi and Murphy (2017) emphasized that performance management has developed beyond periodic appraisal into a broader and more continuous process involving goal setting, monitoring, communication, feedback, evaluation, and development. This development is important because a performance system that only produces annual scores provides limited value when the results are not used to improve work practices or employee capabilities.

The relationship between performance management and employee performance is also supported by Goal-Setting Theory. Park & Kim (2020) stated that specific and challenging goals direct attention, increase effort, strengthen persistence, and encourage employees to adopt appropriate work strategies. However, the effectiveness of goals depends on employee commitment, task complexity, and the availability of feedback. In public organizations, formal performance targets should therefore be accompanied by continuing dialogue and practical guidance. Clear targets help employees understand priorities, while feedback allows them to identify

aspects of their work that must be maintained or improved. Conversely, unclear goals and infrequent feedback may prevent employees from evaluating their progress and allocating their effort effectively.

Performance management in the public sector has distinctive characteristics because government institutions operate under regulatory obligations, accountability requirements, administrative procedures, and multiple service objectives. Garengo and Sardi (2021) emphasized that public-sector performance measurement and management should generate information that supports organizational improvement. Ammons (2022) similarly argued that local governments need to move beyond merely measuring performance and begin using performance information in managerial decision-making. The effectiveness of the system also depends on the consistency of its implementation and the quality of the relationship between supervisors and employees. Audenaert et al. (2019) found that performance management consistency and leader-member relationships influenced employee behaviour in public organizations. Vu et al. (2022) further demonstrated that institutional arrangements, traditional culture, and leadership affect the implementation of public-sector performance management. Thus, identical formal systems may produce different outcomes when they are applied within different organizational and leadership contexts.

A major concern arises when performance management is treated primarily as an administrative obligation rather than a developmental process. Employees may receive formal targets but remain uncertain about operational priorities. Feedback may be postponed until the end of the assessment period, and evaluations may not be followed by coaching, training, or corrective action. Hill and Plimmer (2024) explained that competing goals and bureaucratic burdens can weaken both the accountability and developmental functions of public-sector performance management. These conditions are relevant to the research setting because employees must fulfil administrative targets while also responding to service demands that are not always predictable. Leadership, change management, and a supportive organizational climate are therefore necessary to ensure that performance management contributes to employee effectiveness rather than merely increasing administrative compliance (Adiastra et al., 2023).

Preliminary observations and a review of internal organizational documents indicated the need to strengthen workload distribution, report completion, performance dialogue, and support for employees who handle sensitive cases. These contextual indications were not treated as evidence of causal relationships prior to empirical testing. However, they demonstrated that employee performance in the institution could not be explained exclusively by personal capabilities or organizational systems. Work-life balance represents employees' ability to maintain time, energy, involvement, satisfaction, and emotional recovery, whereas performance management represents the organizational mechanisms that provide goals, monitoring, evaluation, feedback, and development. Examining both factors in a single model offers a more integrated explanation of employee performance.

Previous studies have established the importance of work-life balance, employee well-being, goal clarity, performance feedback, and public-sector performance management. However, three research gaps remain. First, limited attention has been given to local government institutions that combine administrative responsibilities with the handling of sensitive social cases. This type of work generates distinctive time demands and emotional pressures that differ from routine administrative duties. Second, prior studies have frequently examined personal well-being and organizational management systems separately, even though these factors may complement one another in explaining performance. Employees need sufficient personal resources to work effectively, but they also need clear goals and organizational support to direct those resources towards institutional outcomes. Third, many previous studies have relied exclusively on quantitative methods. Although quantitative analysis can establish the direction and strength of relationships, it cannot fully explain employees' experiences of flexibility, supervisory support, performance targets, and feedback.

Accordingly, this study addresses three research questions: whether work-life balance affects employee performance, whether performance management affects employee performance, and whether work-life balance and performance management simultaneously affect employee performance at the Population Control, Family Planning, Women's Empowerment, and Child Protection Office of Buleleng Regency. The study aims to analyse the partial effect of work-life balance on employee performance, examine the partial effect of performance management on employee performance, and determine the simultaneous effect of both variables. A mixed-methods approach with a sequential explanatory design is employed. The quantitative phase tests the proposed relationships, while the qualitative phase explains the statistical findings through employees' and supervisors' experiences of family-related flexibility, organizational support, Employee Performance Target clarity, and performance feedback.

This study offers theoretical, methodological, contextual, and practical contributions. Theoretically, it integrates work-life balance and performance management as complementary determinants of public-sector employee performance. Work-life balance represents the preservation of personal resources, while performance management represents the organizational process that directs those resources towards performance objectives. Methodologically, the sequential explanatory design connects statistical evidence with organizational experiences, providing a more comprehensive interpretation than a single-method approach. Contextually, the study examines a local government institution whose employees perform administrative duties while also handling sensitive social cases. Practically, the findings may inform workload evaluation, regular performance coaching, supervisor support, feedback mechanisms, and psychological assistance for

employees exposed to emotionally demanding cases. These contributions may support the development of more responsive and evidence-based human resource management practices in public organizations.

The remainder of this paper is organized as follows. The next section presents the theoretical foundation, the main concepts, the relationships among the variables, and the proposed hypotheses. The research method section describes the sequential explanatory design, participants, instruments, data collection procedures, and analytical techniques. The results and discussion section reports the quantitative and qualitative findings, integrates both forms of evidence, and relates the findings to previous studies and relevant theories. The final section presents the conclusions, practical recommendations, research limitations, and directions for future research.

1.1. Conservation of Resources Theory

Conservation of Resources Theory explains that individuals seek to acquire, retain, and protect resources they consider valuable, such as time, energy, health, social support, and the ability to perform tasks. Psychological strain arises when these resources are threatened, depleted, or cannot be recovered after being used. The Resources to Balance (2023) emphasized that resource loss has substantial consequences for individuals' psychological conditions because it can reduce their ability to cope with subsequent demands. In the workplace, employees use physical, cognitive, and emotional resources to complete their work, meet deadlines, interact with the public, and respond to organizational expectations. The continuous use of resources without adequate recovery can reduce concentration, accuracy, and emotional stability. This condition is relevant to employees of the Population Control, Family Planning, Women's Empowerment, and Child Protection Office of Buleleng Regency because their work is not limited to administrative duties but also includes field coordination and the handling of sensitive social cases. In this study, work-life balance is regarded as a condition that helps employees preserve and restore their personal resources. The availability of time to meet family needs, opportunities to rest, managerial support, and the ability to limit work demands outside working hours enable employees to maintain the energy required to complete their tasks. Andiani and Telagawathi (2020) showed that work stress and job satisfaction were associated with changes in employee performance. These findings demonstrate that the ability to work is determined not only by competence but also by psychological conditions and the availability of personal resources.

1.2. Goal-Setting Theory

Goal-Setting Theory is used to explain the relationship between performance management and employee performance. Park & Kim (2020) stated that specific and challenging goals can direct attention, increase effort, strengthen persistence, and encourage individuals to select appropriate work strategies. Goal effectiveness is also determined by employee commitment, the difficulty of the targets, and the availability of feedback on the progress achieved. In organizations, these principles are implemented through target setting, progress monitoring, performance dialogue, evaluation, and follow-up development. Clear goals help employees understand priorities, while feedback provides information about aspects of their work that should be maintained or improved. Conversely, unclear goals can make it difficult for employees to allocate their time and evaluate their achievements. In the public sector, goal setting is not only directed toward individual productivity but must also be aligned with public service mandates and government accountability. Government Regulation of the Republic of Indonesia Number 30 of 2019 and Regulation of the Minister of Administrative and Bureaucratic Reform Number 6 of 2022 position Employee Performance Targets, managerial expectations, performance dialogue, evaluation, and development as an integrated performance management process. Therefore, performance management should not end with the completion of documents but should serve as a mechanism that provides direction and helps employees improve their work outcomes.

1.3. Work-Life Balance

Work-life balance describes an individual's ability to perform work and personal-life roles in harmony with their needs and life priorities. This concept does not mean that time for work and personal life must always be divided equally. Balance is more closely related to an individual's ability to meet demands in both domains without experiencing prolonged role conflict. Wayne et al. (2023) explained that work-life balance consists of time balance, involvement balance, and satisfaction balance. Time balance concerns the adequacy of time available to fulfil work and personal-life responsibilities. Involvement balance indicates the proportion of attention and psychological energy devoted to both domains, whereas satisfaction balance concerns the relatively balanced level of fulfilment experienced in work and non-work life. Wayne et al. (2023) developed this concept by emphasizing effectiveness and satisfaction in performing work and non-work roles based on individual values and priorities. Therefore, work-life balance is subjective. Two employees with the same working hours may experience different levels of balance because they face different family needs, emotional pressures, managerial support, and work demand. Kaltiainen and Hakanen (2024) explained that the relationship between work and non-work life can involve either interference or enhancement. Work demands can reduce the time and energy available for personal life, but positive experiences in one domain can also improve an individual's functioning in the other domain. Furthermore, Susanto et al. (2022) found that work-life balance was associated with job satisfaction, life satisfaction, and mental health across seven cultural

contexts. These findings indicate that work-life balance plays a role in maintaining well-being and an individual's ability to perform work sustainably. Factors affecting work-life balance include workload, flexibility, supervisory support, family support, time-management ability, and the boundaries between work and personal life. In the context of the Population Control, Family Planning, Women's Empowerment, and Child Protection Office of Buleleng Regency, emotional recovery is also important because employees handle cases involving women and children. Such work can continue to affect employees' psychological conditions after working hours have ended. Managerial support, workload arrangements, and opportunities to meet family needs are required so that employees can maintain their energy and focus.

1.4. Performance Management

Performance management is a continuous process used by organizations to align employee contributions with established objectives. This process includes performance planning, communication of expectations, progress monitoring, evaluation, feedback provision, and employee capability development (Arnawa & Heryanda, 2021). Aguinis (2019) positioned performance management as an ongoing process that is not limited to assessments conducted at the end of a period. DeNisi and Murphy (2017) explained that the concept of performance management had developed from periodic performance appraisal into a broader process. Traditional performance appraisal tends to focus on assigning scores, whereas performance management emphasizes the relationship among planning, monitoring, communication, evaluation, and development. This development indicates that the effectiveness of performance management is determined not only by the existence of formal instruments but also by the consistency of its implementation and its benefits for employees. In this study, performance management comprises four main dimensions. First, clear and measurable goal setting enables employees to understand the outcomes they are expected to achieve. Second, progress monitoring is used to identify obstacles before they affect final outcomes. Third, objective feedback and evaluation enable employees to obtain information regarding the quality of their task performance. Fourth, performance development is provided through coaching, training, or other relevant forms of work support. Armstrong and Taylor (2020) explained that performance management should connect organizational objectives with individual responsibilities and competency development. Therefore, performance management functions not only as a control mechanism but also as a means of learning. Srutiningsih et al. (2023) showed that leadership, compensation, and motivation contributed to employee performance. These findings reinforce the view that the success of a performance system is also influenced by organizational support and the way managers direct employees. The implementation of performance management in the public sector faces demands related to accountability, regulatory compliance, administrative procedures, and diverse service objectives (Aulia & Trianasari, 2021). Garengo and Sardi (2021) emphasized that performance measurement in the public sector should be linked to the use of information to improve organizational management. Ammons (2022) also explained that local governments need to move from merely measuring performance toward using performance information in decision-making and service improvement. System consistency and the quality of relationships between managers and employees are important elements of its implementation. Audenaert et al. (2019) found that performance management consistency and the quality of manager-employee relationships influenced individual behaviour in public organizations. Vu et al. (2022) also demonstrated that institutions, traditional culture, and leadership determine how performance management is implemented in the public sector. This means that the same formal system can produce different effects when implemented in different leadership and organizational culture contexts. Performance management loses its developmental function when it is treated solely as an administrative activity. Hill and Plimmer (2024) showed that competing goals and bureaucratic burdens can hinder accountability and employee development. Therefore, performance dialogue, periodic feedback, and follow-up improvement should become integral parts of performance management implementation. Adiastra et al. (2023) also showed that servant leadership, change management, and the work climate were related to employee performance in public organizational environments.

1.5. Employee Performance

Employee performance refers to work outcomes and behaviours that support the achievement of organizational objectives. Wibowo (2022) viewed performance as the outcome of work implementation that has a strong relationship with the organization's strategic objectives, service-recipient satisfaction, and employees' contributions. Widayanti dan Widiastini (2021) performance is related not only to the amount of work completed but also to quality, timeliness, and responsibility in carrying out duties. In this study, employee performance is measured through four indicators. First, work quality refers to the accuracy, completeness, and reliability of work outcomes. Second, work quantity refers to the number of tasks that can be completed according to the assigned workload and established standards. Third, timeliness refers to the ability to complete work according to schedule. Fourth, responsibility refers to employees' willingness to be accountable for their duties and work outcomes. Employee performance in government institutions has broader implications than individual productivity because it affects the quality, consistency, and accountability of public services. Sinambela (2012) explained that employee performance is related to an individual's ability to carry out duties according to the responsibilities assigned. Robbins and Judge (2019) also emphasized that work outcomes are influenced by individual characteristics, motivation, leadership, and the organizational environment. Meitriana

and Irwansyah (2017) showed that organizational culture plays a role in shaping employee productivity and work quality. These findings confirm that performance is shaped not only by personal capabilities but also by the values, systems, and relationship patterns that develop within an organization. In the context of the Population Control, Family Planning, Women's Empowerment, and Child Protection Office of Buleleng Regency, performance includes report completion, programme implementation, inter-agency coordination, public service delivery, and the handling of social cases that require accuracy and emotional regulation.

1.6. Relationships Among Variables

1.6.1. The Effect of Work-Life Balance on Employee Performance

Work-life balance is expected to have a positive effect on employee performance because such balance helps individuals preserve and restore their personal resources. Based on Conservation of Resources Theory, employees can perform their work more effectively when they have adequate time, energy, social support, and psychological conditions. Conversely, persistent conflict between work demands and personal life can reduce employees' concentration and ability to complete their tasks. Wayne et al. (2023) showed that balance in time, involvement, and satisfaction was related to quality of life. Kaltainen and Hakanen (2024) explained that interference between work and non-work life could reduce the quality of individual functioning, whereas enhancement between the two domains could provide psychological benefits. Susanto et al. (2022) also found that work-life balance was positively associated with job satisfaction, life satisfaction, and mental health. These conditions support performance because employees who experience well-being and have opportunities for recovery are better able to maintain their attention, energy, and accuracy. At the Population Control, Family Planning, Women's Empowerment, and Child Protection Office of Buleleng Regency, this relationship is relevant because handling social cases can deplete time and emotional resources. Flexibility in meeting family needs, managerial support, and opportunities to restore psychological conditions help employees maintain their focus. However, flexibility must still be accompanied by task reassignment and service coordination so that it does not interfere with the interests of the public. Based on this explanation, the first hypothesis is formulated as follows:

H1: Work-life balance has a positive and significant effect on employee performance.

1.6.2. The Effect of Performance Management on Employee Performance

Performance management is expected to have a positive effect on employee performance because it provides direction, information, and developmental support. Clear goals help employees understand priorities, while monitoring allows obstacles to be identified before they affect final outcomes. Feedback provides information for improving work methods, while coaching and training enhance employees' ability to meet organizational demands. DeNisi and Murphy (2017) emphasized that performance management should be understood as a continuous process rather than an annual appraisal separated from work activities. Garengo and Sardi (2021) also stated that performance information should be used as a basis for managerial action. In public organizations, Audenaert et al. (2019) found that performance management consistency and manager-employee relationships influenced individual work behaviour. At the Population Control, Family Planning, Women's Empowerment, and Child Protection Office of Buleleng Regency, Employee Performance Targets provide formal direction for the implementation of duties. However, these targets will be more effective when accompanied by performance dialogue, routine monitoring, objective evaluation, and follow-up action. Vu et al. (2022) showed that leadership and organizational culture influenced the successful implementation of performance management. This means that the existence of a formal system is insufficient without consistent communication and managerial support. Based on this explanation, the second hypothesis is formulated as follows:

H2: Performance management has a positive and significant effect on employee performance.

1.6.3. The Effect of Work-Life Balance and Performance Management on Employee Performance

Work-life balance and performance management are two distinct but complementary factors. Work-life balance describes the availability and recovery of personal resources, whereas performance management describes an organizational system that provides goals, monitoring, feedback, and developmental support. Employees require sufficient resources to work as well as clear direction regarding the outcomes they are expected to achieve. An effective performance management system will not produce optimal results when employees experience fatigue, family conflict, or persistent emotional pressure. Conversely, employees who have work-life balance may not necessarily achieve high performance when goals are unclear, feedback is inconsistent, and developmental support is unavailable. Better performance is achieved when organizations attend to employee well-being while simultaneously implementing an effective performance management system. This simultaneous relationship integrates Conservation of Resources Theory and Goal-Setting Theory. The first theory explains how employees preserve the resources required for work, whereas the second theory explains how goals and feedback direct those resources toward the expected outcomes. This approach is consistent with the characteristics of the Population Control, Family Planning, Women's Empowerment, and Child Protection Office of Buleleng Regency, which requires both personal resilience and the achievement of

administrative and public service targets. Based on this explanation, the third hypothesis is formulated as follows:

H3: Work-life balance and performance management simultaneously have a positive and significant effect on employee performance.

1.7. Previous Studies and Research Gaps

Previous studies provide a foundation for understanding the importance of work-life balance and performance management. Wayne et al. (2023) explained three dimensions of balance, namely time, involvement, and satisfaction. Kaltiainen and Hakanen (2024) showed that the relationship between work and non-work life included both interference and enhancement, while Susanto et al. (2022) found an association between work-life balance and job satisfaction, life satisfaction, and mental health across different cultural contexts. In performance management studies, DeNisi and Murphy (2017) demonstrated a shift from periodic appraisal toward continuous performance management. Audenaert et al. (2019) emphasized the importance of system consistency and manager-employee relationships in public organizations. Vu et al. (2022) demonstrated that institutions, culture, and leadership influenced the implementation of performance management, while Ammons (2022) emphasized the need to use performance information as a basis for local government management. Hill and Plimmer (2024) showed that competing goals and bureaucratic burdens could reduce the accountability and developmental functions of performance management systems. Although previous studies have provided a strong foundation, three research gaps remain. First, studies on work-life balance, performance management, and employee performance in local government agencies that combine administrative services with the handling of sensitive social cases remain limited. The characteristics of such work generate time demands and emotional pressures that differ from routine administrative work. Second, previous studies have more frequently examined personal well-being and organizational management systems separately. This study positions work-life balance and performance management as two complementary predictors in explaining performance. This position enables the study to assess the contributions of personal resources and organizational system support within a single model. Third, many previous studies have used quantitative approaches that are able to demonstrate the direction and strength of relationships but have not explained the organizational experiences underlying the statistical results. This study uses a sequential explanatory design by quantitatively testing the relationships among variables and subsequently explaining the results through the experiences of employees and managers regarding flexibility, managerial support, clarity of Employee Performance Targets, and feedback. Therefore, the novelty of this study lies in its organizational context and methodological approach rather than in the creation of a new theory.

2. RESEARCH METHOD

This study employed a mixed-methods approach with a sequential explanatory design, in which quantitative data collection and analysis were conducted first, followed by a qualitative phase to explain the patterns of relationships obtained from the statistical testing. This design was selected because the study aimed not only to examine the effects of work-life balance and performance management on employee performance, both partially and simultaneously, but also to understand the organizational conditions underlying the results. Creswell and Plano Clark (2018) explain that a sequential explanatory design places quantitative data as the primary phase, while qualitative data are used to expand and clarify the interpretation of the findings. The study was conducted at the Population Control, Family Planning, Women's Empowerment, and Child Protection Office of Buleleng Regency from February to July 2026, including preparation and authorization in April, data collection in June, and analysis and report preparation in July 2026. The study population comprised all 85 active employees from the secretariat, population control and family planning, women's empowerment, and child protection units. Because the entire population was accessible, the quantitative phase used a total sampling technique involving 72 State Civil Apparatus employees and 13 non-State Civil Apparatus employees. The qualitative phase involved five informants who were purposively selected based on a minimum of two years of service, an understanding of policies and work processes, representation of positions or units, and willingness to provide information.

Quantitative data were collected through closed-ended questionnaires distributed directly to all employees, while qualitative data were obtained through in-depth interviews using a semi-structured guide after the quantitative results became available. The quantitative instrument consisted of 14 statements measured on a 1-5 Likert scale. The work-life balance variable was measured through five statements representing time balance, involvement, and satisfaction; performance management was measured through five statements concerning goal setting, monitoring, feedback, evaluation objectivity, and developmental support; while employee performance was measured through four statements covering quality, quantity, timeliness, and responsibility. All items met the empirical validity criteria because they had correlation coefficients ranging from 0.734 to 0.916, with $p < 0.001$. The instrument reliability also met the required criteria, with Cronbach's Alpha values of 0.866 for work-life balance, 0.858 for performance management, and 0.903 for employee performance. These results indicate adequate internal consistency in accordance with the instrument testing

principles explained by Ghozali (2021). The interviews focused on issues emerging from the statistical results, particularly flexibility in meeting family needs, the burden of handling cases, managerial support, the clarity of Employee Performance Targets, and the implementation of feedback. Internal documents were used as contextual information and were not treated as substitutes for questionnaire or interview data.

Quantitative data were analyzed using SPSS through descriptive statistics, validity testing, Cronbach's Alpha reliability testing, residual normality testing, multicollinearity testing, heteroscedasticity testing, multiple linear regression, t-tests, F-tests, and the coefficient of determination. The regression model used was $Y = a + b_1X_1 + b_2X_2 + e$, with employee performance as the dependent variable and work-life balance and performance management as the independent variables. Standardized beta values were used to compare the relative strength of the two predictors, while significance values displayed by SPSS as 0.000 were reported as $p < 0.001$ in accordance with statistical reporting conventions (Ghozali, 2021). Interview data were transcribed, coded, condensed, grouped into categories, and formulated into themes through the stages of data condensation, data display, and conclusion drawing as proposed by Miles et al. (2020). The quantitative and qualitative findings were then integrated through a joint display to assess whether the interview results confirmed, expanded, or indicated exceptions to the statistical findings. Each participant received an explanation regarding the purpose of the study, data confidentiality, and the right not to respond; the results were reported in aggregate form, informants' identities were anonymized using the codes INF-01 to INF-05, and internal documents were used with institutional permission. The methodological limitations lay in the use of self-reported data, a cross-sectional design, and a single-institution context, so the results were not interpreted as longitudinal causal evidence or directly generalized to all public organizations. These limitations were controlled through the use of the entire population, comparison of information across informants, examination of the consistency between themes and statistical results, and integration of both types of data.

3. RESULTS AND DISCUSSION

3.1. Results

3.1.1. Response Rate and Respondent Characteristics

The study involved all 85 active employees of the Population Control, Family Planning, Women's Empowerment, and Child Protection Office of Buleleng Regency through a total sampling technique. All distributed questionnaires could be used in the analysis, resulting in a response rate of 100%. The respondents came from four work units, with the largest number from the Population Control and Family Planning Division, comprising 30 individuals or 35.3%. The majority of respondents were female, married, aged 36-45 years, had 6-10 years of service, and held State Civil Apparatus status. The complete characteristics of the respondents are presented in Table 1.

Table 1. Respondent Characteristics

Characteristic	Category	Frequency	Percentage
Work unit	Secretariat	25	29,40%
	Population Control and Family Planning	30	35,30%
	Women's Empowerment	15	17,60%
	Child Protection	15	17,60%
Gender	Male	32	37,60%
	Female	53	62,40%
Age	<25 years	7	8,20%
	26-35 years	28	32,90%
	36-45 years	35	41,20%
	>45 years	15	17,70%
Marital status	Unmarried	19	22,40%
	Married	66	77,60%
Length of service	<1 year	9	10,60%
	1-5 years	26	30,60%
	6-10 years	33	38,80%
	>10 years	17	20,00%
Employment status	ASN/PNS/PPPK	72	84,70%
	Non-ASN/contract	13	15,30%

Source: Processed data

3.1.2. Instrument Testing Results

The validity test showed that all 14 statements had correlation coefficients above 0.30 and significance values below 0.001. The validity coefficients for the work-life balance variable ranged from 0.734 to 0.856, those for the performance management variable ranged from 0.776 to 0.827, and those for the employee performance variable ranged from 0.797 to 0.916. Therefore, all items were declared valid and could be used

in the subsequent analysis. The reliability test results also showed that all three variables had Cronbach's Alpha values above 0.70. The employee performance variable obtained the highest reliability value of 0.903, followed by work-life balance at 0.866 and performance management at 0.858. These results indicated that the instrument had adequate internal consistency.

Table 2. Instrument Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Description
Work-life balance	5	0,866	Reliable
Performance management	5	0,858	Reliable
Employee performance	4	0,903	Reliable

Source: Processed data

3.1.3. Descriptive Statistics

The descriptive statistical results showed that the work-life balance score ranged from 14 to 25, with a total mean score of 19.91 and a standard deviation of 2.975. The mean score per item of 3.98 indicated that respondents generally provided positive assessments of the balance of time, involvement, and satisfaction between work and personal life. The performance management variable had a minimum score of 13 and a maximum score of 25, with a total mean score of 19.86 and a standard deviation of 2.664. The mean score per item of 3.97 showed that goal setting, monitoring, evaluation, feedback, and developmental support were considered fairly good by the respondents. Meanwhile, employee performance obtained a total mean score of 16.09 from a score range of 11 to 20. The mean score per item of 4.02 indicated a tendency toward positive assessments of work quality, quantity, timeliness, and responsibility.

Table 3. Descriptive Statistics of the Research Variables

Variable	N	Minimum	Maximum	Total Mean	Mean per Item	Standard Deviation
Work-life balance	85	14	25	19,91	3,98	2,975
Performance management	85	13	25	19,86	3,97	2,664
Employee performance	85	11	20	16,09	4,02	2,287

Source: Processed data

3.1.4. Regression Assumption Test Results

The normality examination using the Normal P-P Plot of Regression Standardized Residual showed that the residual points followed the direction of the diagonal line. This pattern supported the fulfillment of the residual normality assumption. Furthermore, the multicollinearity test results showed that both independent variables had a tolerance value of 0.239 and a VIF value of 4.189. The tolerance value was above 0.10 and the VIF value was below 10, indicating that the model did not exhibit severe multicollinearity. Nevertheless, the VIF value indicated that the relationship between the two predictors was sufficiently strong and needed to be considered when comparing their relative contributions. The heteroscedasticity test using the Glejser test produced significance values of 0.943 for work-life balance and 0.269 for performance management. Both values were greater than 0.05, indicating that the model did not exhibit symptoms of heteroscedasticity.

Table 4. Regression Assumption Test Results

Test	Variable	Test Value	Description
Multicollinearity	Work-life balance	Tolerance = 0,239; VIF = 4,189	No severe multicollinearity
	Performance management	Tolerance = 0,239; VIF = 4,189	No severe multicollinearity
Heteroscedasticity	Work-life balance	B = -0,002; t = -0,071; p = 0,943	Not significant
	Performance management	B = -0,031; t = -1,113; p = 0,269	Not significant

Source: Processed data

3.1.5. Multiple Linear Regression and Hypothesis Testing

The multiple linear regression results produced the following equation:

$$Y=1,603+0,415X_1+0,313X_2+e$$

The work-life balance regression coefficient of 0.415 indicates that each one-unit increase in the work-life balance score is followed by an increase of 0.415 units in the predicted employee performance score, with performance management controlled. The partial test results showed a t-value of 4,980, a standardized beta

value of 0,540, and $p < 0,001$. These results indicate that work-life balance has a positive and significant effect on employee performance. Thus, H1 is accepted. The performance management regression coefficient of 0,313 indicates that a one-unit increase in the performance management score is followed by an increase of 0,313 units in the predicted employee performance score when work-life balance is held constant. The t-value of 3,364, standardized beta of 0,365, and $p = 0,001$ indicate that performance management also has a positive and significant effect on employee performance. Therefore, H2 is accepted. The standardized beta values indicate that work-life balance has a relatively stronger contribution than performance management in the research model.

Table 5. Regression Coefficients and Partial Test Results

Predictor	B	Std. Error	β	t	p	Decision
Constant	1,603	0,913	-	1,756	0,083	-
Work-life balance	0,415	0,083	0,540	4,980	<0,001	H1 accepted
Performance management	0,313	0,093	0,365	3,364	0,001	H2 accepted

Source: Processed data

The simultaneous test results showed an F-value of 136,881 with $p < 0,001$. This means that work-life balance and performance management simultaneously had a significant effect on employee performance. Thus, H3 was accepted.

Table 6. Simultaneous Test Results

Sumber variasi	Sum of Squares	df	Mean Square	F	p
Regresi	338,005	2	169,002	136,881	<0,001
Residual	101,242	82	1,235		

Source: Processed data

The multiple correlation coefficient of 0,877 indicated a strong relationship between the two predictors and employee performance. The R^2 value of 0,770 indicated that 77,0% of the variation in employee performance scores could be explained by work-life balance and performance management. After adjustment for the number of predictors and sample size, the Adjusted R^2 value of 0,764 indicated that the model explained 76,4% of the variation in employee performance. The remaining 23,6% was associated with other factors and measurement errors not included in the model. The high coefficient of determination still needed to be interpreted cautiously because all quantitative variables were measured using the same data source and during the same period.

Table 7. Coefficient of Determination

R	R^2	Adjusted R^2	Std. Error of Estimate
0,877	0,770	0,764	1,111

Source: Processed data

3.1.6. Qualitative Research Findings

Interviews with five informants produced three main themes, namely flexibility and time balance, managerial support, and clarity of targets and feedback. These three themes were used to explain the patterns of relationships identified in the quantitative phase.

a. Flexibility and Time Balance

The informants explained that regular working hours and ease of obtaining permission for family needs helped employees maintain a balance between work responsibilities and personal life. One informant stated: "Employees with urgent family matters are given permission as long as their main duties are not disrupted" (INF-01, June 2026). Nevertheless, experiences of time balance were not uniform across all divisions. Informants involved in child protection services explained that balance could be disrupted when cases required an immediate response. Handling sensitive cases could also leave an emotional burden after working hours, so the need for recovery was related not only to time but also to employees' psychological conditions.

b. Managerial Support

Managerial support emerged as a factor that provided a sense of security and encouraged work motivation. The informants considered that managers who understood employees' personal needs made staff feel appreciated without reducing their responsibility for their work. This finding indicates that work-life balance is not entirely determined by an individual's ability to manage time. Managers' responses to family needs, case workloads, and employees' emotional conditions also determine whether such balance can be maintained. Assessments of managerial support varied. INF-01 and INF-04 considered managerial support to be very good, while INF-03 considered that such support still needed to be improved. This variation indicates that employees' experiences were influenced by their work divisions and their respective patterns of relationships with managers.

c. Clarity of Targets and Feedback

The informants generally considered that work targets were available and sufficiently clear through the Employee Performance Targets. Such clarity helped employees understand the work that had to be completed. However, consistency of feedback remained a weakness. INF-02 emphasized the need for periodic information on work progress so that staff could make improvements before the year-end evaluation. The frequency of feedback was not uniform. INF-01 received monthly feedback, INF-04 stated that feedback was provided regularly, while INF-02, INF-03, and INF-05 respectively described it as not yet routine, only provided occasionally, or rarely provided. Thus, a formal performance management system was already available, but the implementation of performance dialogue and follow-up actions was not yet consistent across all parts of the organization.

Table 8. Matrix of Interview Themes

Theme	INF-01	INF-02	INF-03	INF-04	INF-05
Time balance	Good/flexible	Fairly good	Depends on the case	Good	Fair
Managerial support	Very good	Good	Needs improvement	Very good	Fairly good
Target clarity	Clear and measurable	Fairly clear	Requires clarification	Clear	Fairly clear
Feedback	Monthly	Not yet routine	Occasionally	Routine	Rarely

Source: Processed data

3.1.7. Integration of Quantitative and Qualitative Findings

The integration of both types of data showed that the qualitative findings confirmed and expanded the quantitative results. The positive effect of work-life balance on performance was explained through flexibility in obtaining permission, regularity of time, managerial support, and opportunities for recovery. However, employees who handled sensitive cases continued to experience disruptions to balance due to the demands for rapid responses and emotional burdens. The positive effect of performance management on performance was further clarified by the existence of Employee Performance Targets, which provided direction for work. At the same time, the interviews showed that the benefits of the system had not yet been fully optimized because feedback and performance dialogue had not been conducted consistently. The simultaneous results showed that employee performance was related not only to the ability to maintain personal resources but also to the availability of targets, monitoring, and organizational support.

Table 9. Integration of Quantitative and Qualitative Findings

Quantitative Finding	Qualitative Evidence	Integrated Interpretation
Work-life balance → performance: $\beta = 0,540$; $p < 0,001$	Flexibility in obtaining permission and managerial support helped employees maintain focus; sensitive cases could disrupt recovery	The qualitative data confirmed the statistical relationship and explained the role of time recovery and emotional resources
Performance management → performance: $\beta = 0,365$; $p = 0,001$	Employee Performance Targets provided sufficiently clear targets, but feedback was not yet consistent	The formal system supported performance, but its effectiveness was influenced by dialogue and follow-up actions

Source: Processed data

The findings addressed all three research objectives. Work-life balance and performance management were proven to have positive and significant effects on employee performance, both partially and simultaneously. The qualitative findings showed that these relationships occurred through flexibility in meeting family needs, managerial support, clarity of work targets, and consistency of feedback.

3.2. Discussions

3.2.1. The Effect of Work-Life Balance on Employee Performance

The results of the study confirmed that work life balance had a positive and significant effect on the performance of employees at the Population Control, Family Planning, Women's Empowerment, and Child Protection Office of Buleleng Regency. This finding supported the research hypothesis that positioned the balance between work and personal life as one of the important conditions for achieving work quality, timeliness, productivity, and employee responsibility. Relatively, work-life balance also emerged as the stronger predictor in the research model. This condition indicated that employees' ability to maintain time, energy, involvement, and satisfaction in both work and non-work roles was important in the context of public service work accompanied by administrative and emotional demands.

This finding was consistent with Conservation of Resources Theory, which explains that individuals seek to preserve valuable resources, such as time, energy, health, social support, and personal capabilities. In the context of the Population Control, Family Planning, Women's Empowerment, and Child Protection Office of Buleleng Regency, these resources were used to complete administrative work, coordinate with other parties, provide services to the public, and handle sensitive social cases. When work demands continuously consume time and energy without adequate opportunities for recovery, employees will find it more difficult to maintain concentration and emotional stability. Conversely, role balance provides employees with space to restore their resources before facing subsequent tasks. Andiani and Telagawathi (2020) also explained that workloads that trigger stress and the job satisfaction experienced by employees can affect fluctuations in performance.

Wayne et al. (2023) viewed work-life balance through the balance of time, involvement, and satisfaction between work and family roles. The results of this study reinforced this perspective because the balance experienced by employees was determined not only by working hours but also by opportunities to fulfil personal responsibilities without losing focus on work. Kaltiainen and Hakanen (2024) explained that the relationship between work and non-work life can take the form of either interference or enhancement. When demands in both domains can be managed, personal life can become a source of recovery that helps employees return to work in a calmer and more productive state. Susanto et al. (2022) also found that work-life balance was associated with job satisfaction, life satisfaction, and mental health across various cultural contexts.

The qualitative findings clarified this mechanism. Flexibility in meeting family needs was considered capable of reducing role conflict as long as service responsibilities remained fulfilled. This was reflected in the direct statement of INF-01 that, "Employees with urgent family matters are given permission as long as their main duties are not disrupted." This statement indicated that flexibility was not implemented as unlimited freedom but as a form of adjustment that still considered the completion of work. When employees can address urgent family needs without feeling threatened or neglected by the organization, their attention can be redirected more fully toward their work.

Managerial support also emerged as an important part of the work-life balance experience. The informants considered that managers' understanding of personal needs created a sense of security and made employees feel appreciated. This finding expanded the quantitative results because work-life balance depended not only on an individual's ability to manage time but also on supervisors' responses to employees' conditions. Therefore, work-life balance in public organizations needs to be understood as the result of interactions among personal capabilities, job characteristics, and organizational policies. Nevertheless, the experience of balance was not uniform across all work units. Employees who handled women's and child protection cases faced situations that could require immediate responses and leave emotional pressure after working hours had ended. This condition indicated that employee recovery could not be sufficiently supported through time arrangements alone. Psychological support, case workload distribution, team coordination, and opportunities to conduct debriefing after handling severe cases were needed to prevent work-related pressure from continuing into personal life. The findings of this study did not imply that every form of flexibility would always improve performance. Flexibility needed to be accompanied by task reassignment procedures, inter-team communication, and assurance that public services would not be interrupted. Meitriana and Irwansyah (2017) explained that organizational culture plays a role in determining productivity and work quality. Therefore, work-life balance policies will be more effective when supported by a work culture that emphasizes responsibility, mutual assistance, and clear coordination.

3.2.2. The Effect of Performance Management on Employee Performance

The results of the study showed that performance management had a positive and significant effect on employee performance. This finding supported the hypothesis stating that goal setting, monitoring, evaluation, feedback, and performance development help employees produce better work. In the context of DP2KBP3A of Buleleng Regency, performance management provides formal direction regarding the results that must be achieved and helps employees connect individual tasks with organizational service responsibilities. These results supported Goal-Setting Theory, which explains that specific goals can direct attention, regulate effort, and help individuals determine priorities. Pramana dan Widiastini (2020) Employees will find it easier to formulate work steps when they know the expected targets, standards, and completion times. Conversely, unclear goals can make it difficult for employees to assess progress and determine which work should be prioritized. In this study, the clarity of Employee Performance Targets was an important element that helped employees understand their responsibilities.

DeNisi and Murphy (2017) explained that performance management had developed from periodic appraisal into a broader and continuous process. The findings of this study reinforced this view. A performance management system cannot be adequately implemented merely through target setting and the assignment of scores at the end of the period. Employees require monitoring, communication, and feedback while the work is being performed so that errors can be corrected before they become problems at the end of the evaluation period. The qualitative findings showed that work targets were generally considered sufficiently clear through the Employee Performance Targets. This clarity helped employees understand the expected results and the responsibilities that had to be completed. However, experiences among employees were not entirely the same. Some informants considered the targets clear and measurable, while other informants still required

clarification. These differences indicated that the existence of target documents did not automatically produce a uniform understanding. Managers still needed to translate formal targets into operational work expectations according to the characteristics of the duties in each division.

The main weakness identified lay in the consistency of feedback. INF-02 emphasized that employees needed to be informed periodically about the progress of their work so that improvements could be made before the end-of-period evaluation. Information from all informants also showed that the frequency of feedback differed across units, ranging from routine to rarely provided. These findings indicated that a formal system was available, but the developmental function of performance management had not been implemented evenly. Audenaert et al. (2019) emphasized that performance management consistency and the quality of relationships between managers and employees played a role in shaping work behaviour in public organizations. The results of this study were consistent with those findings because the benefits of the performance system were influenced by the quality of communication and follow-up provided by managers. Specific and timely feedback helped employees understand their strengths, weaknesses, and the corrective actions required. Conversely, feedback provided only at the end of the period tended to lose its corrective function. Vu et al. (2022) showed that institutions, culture, and leadership influenced the implementation of public-sector performance management. This explains why the same system could be implemented differently in each division. Managers who actively conducted monitoring and dialogue made performance management feel like a mentoring process, whereas implementation that focused only on administrative completeness caused the system to lose its developmental benefits. Ammons (2022) emphasized that government organizations needed to move from mere measurement toward the use of performance information for improvement. In the context of this study, Employee Performance Targets should not remain merely reporting documents. Information regarding achievements, constraints, competency needs, and service quality needed to be used as the basis for coaching, task distribution, training, and work process improvement. Hill and Plimmer (2024) explained that competing goals and bureaucratic burdens could hinder the accountability and developmental functions of public-sector performance management. These findings were relevant to the characteristics of DP2KBP3A of Buleleng Regency because employees had to meet administrative targets while also responding to service needs that could not always be predicted. Therefore, performance evaluations needed to consider service quality and case complexity, not only document completion or the number of outputs.

3.2.3. The Effect of Work-Life Balance and Performance Management on Employee Performance

The results of the study showed that work-life balance and performance management simultaneously had a significant effect on employee performance. This finding supported the simultaneous hypothesis and demonstrated that performance could not be adequately explained solely through personal conditions or organizational systems separately. Employees require sufficient resources to work as well as clear direction regarding the results that must be achieved. Work-life balance provides a personal foundation in the form of time, energy, emotional stability, and opportunities for recovery. Meanwhile, performance management provides an organizational structure in the form of goals, monitoring, evaluation, feedback, and developmental support. These two factors perform different but complementary functions. Employees who have work-life balance may still experience difficulties when goals are unclear and feedback is unavailable. Conversely, a well-structured performance management system will not function optimally when employees experience fatigue, role conflict, or prolonged emotional pressure.

The integration of quantitative and qualitative findings showed that employee performance was shaped through a combination of personal resources and managerial mechanisms. Flexibility in obtaining permission for family needs helped employees maintain focus, while the clarity of Employee Performance Targets directed that focus toward outcomes that were organizational priorities. Managerial support played a role on both sides because it could help employees manage personal needs while also providing direction and feedback regarding their work. This finding demonstrated that performance improvement policies could not merely emphasize targets without considering employees' conditions. At the same time, employee well-being policies were insufficient when they were not accompanied by clear goals and responsibilities. Adiastra et al. (2023) explained that servant leadership, change management, and a supportive work climate were associated with the optimization of employee performance. The results of this study reinforced this view by showing that organizational support needed to be realized through a balance between attention to employees and the management of work goals (Pratama & Suwena, 2022; Pratiwi & Suarmanayasa, 2025; Yanthi et al., 2019).

The simultaneous findings also reinforced the complementary use of Conservation of Resources Theory and Goal-Setting Theory. Conservation of Resources Theory explains how employees preserve the resources required for work, while Goal-Setting Theory explains how those resources are directed toward organizational goals. Sustainable performance will be more easily achieved when employees have the ability to recover while also receiving clear targets and feedback.

3.2.4. Theoretical and Practical Implications

Theoretically, this study extends the literature on public-sector human resource management by demonstrating that personal well-being and managerial systems need to be considered simultaneously. The contribution of this study lies in the context of DP2KBP3A of Buleleng Regency, which combines

administrative work, public services, and the handling of sensitive social cases. These characteristics indicate that performance in public organizations requires not only competence and compliance with targets but also emotional resilience and recovery support. Practically, the findings of this study direct DP2KBP3A of Buleleng Regency to evaluate workload distribution, particularly in units that handle urgent cases. Flexibility for family needs needs to be incorporated into clear procedures so that employee rights and service continuity can be maintained. The organization also needs to provide psychological support or debriefing after the handling of severe cases.

In terms of performance management, dialogue between managers and employees needs to be conducted periodically. The discussion should cover not only target achievement but also obstacles, support needs, and improvement plans. Feedback needs to be delivered specifically and documented so that employees understand the actions that must be taken. With this approach, performance management can function as a learning and development process rather than merely an administrative appraisal.

3.2.5. Limitations of Interpretation

The findings of this study need to be interpreted by considering that the research was conducted in a single local government agency. The job characteristics and organizational culture of DP2KBP3A of Buleleng Regency cannot be directly assumed to represent all government institutions. The research design, which collected data within a single period, also could not establish a longitudinal causal sequence. All quantitative variables were assessed by the same respondents, creating a risk of perceptual response bias. Performance was also measured through self-assessment and had not yet been combined with supervisor assessments, Employee Performance Target data, attendance records, or service completion indicators. Although the interview data helped explain the context, the limited number of informants did not fully represent the entire range of employee experiences. Future research needs to use multisource data and observations across several periods so that the relationships among variables can be analyzed more robustly. The study showed that the performance of employees at DP2KBP3A of Buleleng Regency was associated with the organization's ability to maintain work-life balance while consistently implementing performance management. Flexibility, managerial support, clarity of goals, and feedback were the main mechanisms linking both variables to performance. These findings confirm that improving public services requires policies that integrate employee well-being with the clarity and accountability of work systems.

This study aimed to analyze the effects of work-life balance and performance management on employee performance at the Population Control, Family Planning, Women's Empowerment, and Child Protection Office of Buleleng Regency. The results showed that work-life balance and performance management each had a positive and significant effect on employee performance and jointly made a strong contribution to explaining variations in performance. Work-life balance emerged as a relatively more dominant predictor, emphasizing the importance of adequate time, involvement, satisfaction, and psychological recovery for employees who perform administrative duties while also handling sensitive social services. The qualitative findings reinforced these results by explaining that flexibility in meeting family needs, managerial support, clarity of Employee Performance Targets, and regularly provided feedback helped employees maintain work quality, timeliness, productivity, and responsibility.

Theoretically, this study enriches the literature on public-sector human resource management by demonstrating that employee performance is shaped through the relationship between personal resources and organizational management systems. Work-life balance provides the time, energy, and emotional stability employees need to work effectively, while performance management directs these resources through clear goals, monitoring, evaluation, feedback, and development. Practically, DP2KBP3A of Buleleng Regency needs to conduct regular workload evaluations, strengthen managerial support, consistently schedule performance dialogue and coaching, and translate Employee Performance Targets into more operational work expectations. Employees who handle cases involving women and children also need to receive psychological recovery support so that emotional pressure does not interfere with their personal lives or the sustainability of their performance.

This study has limitations because it was conducted in only one local government agency, used a cross-sectional design, and relied on employee self-assessments to measure performance. These limitations restrict the generalizability of the findings and do not yet allow longitudinal causal conclusions to be drawn. Future studies are recommended to involve several government institutions, use longitudinal or comparative designs, and combine employee perceptions with supervisor assessments, Employee Performance Target data, attendance records, and service completion indicators. Other variables, such as leadership support, workload, psychological well-being, organizational culture, and job satisfaction, can also be examined as mediating or moderating variables. Overall, this study confirms that improving public-sector performance requires policies that simultaneously maintain employees' work-life balance and ensure that performance management is implemented consistently.

4. CONCLUSION

This study examined the effects of work–life balance and performance management on employee performance at the Office of Population Control, Family Planning, Women’s Empowerment, and Child Protection of Buleleng Regency. The findings indicate that work–life balance and performance management each have a positive and statistically significant effect on employee performance. When considered simultaneously, both variables make a substantial contribution to explaining variations in employee performance. Work–life balance emerges as the relatively more dominant predictor, highlighting the importance of adequate time, personal involvement, job satisfaction, and psychological recovery for employees who perform administrative duties while also handling sensitive social services. The qualitative findings support these results by indicating that flexibility in meeting family responsibilities, managerial support, clear Employee Performance Targets and regular feedback enable employees to maintain work quality, punctuality, productivity, and accountability. From a theoretical perspective, this study contributes to the public-sector human resource management literature by demonstrating that employee performance develops through the interaction between personal resources and organizational management systems. Work–life balance provides the time, energy, and emotional stability required for employees to work effectively, whereas performance management directs these resources through clearly defined objectives, monitoring, evaluation, feedback, and professional development. From a practical perspective, the agency should conduct periodic workload assessments, strengthen managerial support, schedule regular performance dialogues and coaching sessions, and translate Employee Performance Targets into more operational work expectations. Employees who handle cases involving women and children should also receive psychological recovery support so that emotional pressure does not adversely affect their personal lives or the sustainability of their performance.

This study has several limitations. It was conducted within only one government agency, employed a cross-sectional design, and relied on employees’ self-assessments to measure performance. These limitations restrict the generalizability of the findings and do not permit firm causal conclusions over time. Future studies should involve several government institutions, adopt longitudinal or comparative designs, and combine employee perceptions with supervisor assessments, Employee Performance Target records, attendance data, and service-completion indicators. Other variables, including leadership support, workload, psychological well-being, organizational culture, and job satisfaction, may also be examined as mediating or moderating variables. Overall, this study confirms that improving public-sector performance requires policies that simultaneously protect employees’ work–life balance and ensure the consistent implementation of performance management.

REFERENCES

- Adiastra, N. T., Rahmawati, P. I., & Telagawathi, N. L. S. (2023). Pengaruh kepemimpinan pelayanan, manajemen perubahan dan iklim kerja terhadap kinerja pegawai keuangan Universitas Pendidikan Ganesha di masa COVID-19. *Bisma: Jurnal Manajemen*, 9(2), 190–199. <https://doi.org/10.23887/bjm.v9i2.62064>
- Aguinis, H. (2019). *Performance management* (4th ed.). Chicago Business Press.
- Ammons, D. N. (2022). Performance management research for state and local government: Where it should go next. *State and Local Government Review*, 54(3), 195–201. <https://doi.org/10.1177/0160323X221084751>
- Andiani, N. D., & Telagawathi, N. L. W. S. (2020). Pengaruh stres kerja dan kepuasan kerja terhadap kinerja karyawan PT. BPR Sedana Murni. *Prospek: Jurnal Manajemen dan Bisnis*, 2(1), 50–60. <https://doi.org/10.23887/pjmb.v2i1.26190>
- Arnawa, I. M. P., & Heryanda, K. K. (2021). Pengaruh komunikasi dan motivasi terhadap kinerja karyawan PT BPR Padma. *Prospek: Jurnal Manajemen dan Bisnis*, 3(1), 56–64. <https://doi.org/10.23887/pjmb.v3i1.29295>
- Armstrong, M., & Taylor, S. (2020). *Armstrong’s handbook of human resource management practice* (15th ed.). Kogan Page.
- Audenaert, M., Decramer, A., George, B., Verschuere, B., & Van Waeyenberg, T. (2019). When employee performance management affects individual innovation in public organizations: The role of consistency and LMX. *The International Journal of Human Resource Management*, 30(5), 815–834.

- Aulia, V., & Trianasari. (2021). Pengaruh disiplin kerja dan kepuasan kerja terhadap kinerja karyawan pada Hotel Banyualit Spa'n Resort Lovina. *Jurnal Manajemen Perhotelan dan Pariwisata*, 4(1). <https://doi.org/10.23887/jmpp.v4i1.29577>
- Creswell, J. W., & Plano Clark, V. L. (2018). *Designing and conducting mixed methods research* (3rd ed.). SAGE.
- DeNisi, A., & Murphy, K. R. (2017). Performance appraisal and performance management: 100 years of progress? *Journal of Applied Psychology*, 102(3), 421–433. <https://doi.org/10.1037/apl0000085>
- Garengo, P., & Sardi, A. (2021). Performance measurement and management in the public sector: State of the art and research opportunities. *International Journal of Productivity and Performance Management*, 70(7), 1629–1654. <https://doi.org/10.1108/IJPPM-03-2020-0102>
- Ghozali, I. (2021). *Aplikasi analisis multivariate dengan program IBM SPSS 26* (10th ed.). Badan Penerbit Universitas Diponegoro.
- Hill, K., & Plimmer, G. (2024). Employee performance management: The impact of competing goals, red tape, and public service motivation. *Review of Public Personnel Administration*. Advance online publication. <https://doi.org/10.1177/00910260241231371>
- Indonesia. (2019). *Peraturan Pemerintah Republik Indonesia Nomor 30 Tahun 2019 tentang Penilaian Kinerja Pegawai Negeri Sipil*.
- Kaltiainen, J., & Hakanen, J. J. (2024). Why increase in telework may have affected employee well-being during the COVID-19 pandemic? The role of work and non-work life domains. *Current Psychology*, 43, 12169–12187. <https://doi.org/10.1007/s12144-023-04250-8>
- Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi. (2022). *Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 6 Tahun 2022 tentang Pengelolaan Kinerja Pegawai Aparatur Sipil Negara*.
- Meitriana, M. A., & Irwansyah, M. R. (2017). Pengaruh budaya organisasi terhadap kinerja karyawan (Studi kasus pada KSU Tabungan Nasional, Singaraja). *Ekuitas: Jurnal Pendidikan Ekonomi*, 5(1), 34–44. <https://doi.org/10.23887/ekuitas.v5i1.15570>
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2020). *Qualitative data analysis: A methods sourcebook* (4th ed.). SAGE.
- Park, S., & Kim, S. (2020). Performance feedback, goal clarity, and public employees' performance in public organizations. *Sustainability*, 12(7), 3011. <https://doi.org/10.3390/su12073011>
- Pramana, I. M. D., & Widiastini, N. M. A. (2020). Pengaruh motivasi kerja dan disiplin kerja terhadap kinerja karyawan bagian pemasaran pada UD. Nyoman. Bisma: *Jurnal Manajemen*, 6(2), 122–131. <https://doi.org/10.23887/bjm.v6i2.26800>
- Pratama, I. G. P. W., & Suwena, K. R. (2022). Pengaruh kemampuan dan motivasi terhadap kinerja driver Grab di Singaraja. *Prospek: Jurnal Manajemen dan Bisnis*, 4(2), 245–253. <https://doi.org/10.23887/pjmb.v4i2.44140>
- Pratiwi, N. P. R. C., & Suarmanayasa, I. N. (2025). Pengaruh lingkungan kerja dan motivasi terhadap kinerja pegawai pada Dinas Komunikasi dan Informatika Kabupaten Jembrana. *Prospek: Jurnal Manajemen dan Bisnis*, 7(2), 570–579. <https://doi.org/10.23887/pjmb.v7i2.96488>
- Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior* (18th ed.). Pearson.
- Sinambela, L. P. (2012). *Kinerja pegawai: Teori, pengukuran, dan implikasi*. Graha Ilmu.
- Srutiningsih, N. N., Telagawathi, N. L. W. S., & Trianasari, T. (2023). Peran mediasi motivasi kerja pada gaya kepemimpinan transformasional dan kompensasi kerja terhadap kinerja karyawan (Studi pada Wyndham Garden Kuta Beach Bali). *Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi dan Pelayanan Publik*, 10(2), 129–140. <https://doi.org/10.37606/publik.v10i2.634>

- Susanto, P., Hoque, M. E., Jannat, T., Emely, B., Zona, M. A., & Islam, M. A. (2022). Work-life balance, job satisfaction, and job performance of SMEs employees: The moderating role of family-supportive supervisor behaviors. *Frontiers in Psychology*, 13, 906876. <https://doi.org/10.3389/fpsyg.2022.906876>
- The resources to balance – Exploring remote employees’ work-life balance through the lens of conservation of resources. (2023). *Cogent Business & Management*. <https://doi.org/10.1080/23311975.2023.2232592>
- Vu, T. A., Plimmer, G., Berman, E., & Ha, P. N. (2022). Performance management in the Vietnam public sector: The role of institution, traditional culture and leadership. *International Journal of Public Administration*, 45(1), 49–63. <https://doi.org/10.1080/01900692.2021.1903499>
- Wayne, J. H., Matthews, R. A., Odle-Dusseau, H. N., & Casper, W. J. (2023). Multidimensional work-nonwork balance: Are balanced employees productive at work and satisfied with life? *The International Journal of Human Resource Management*, 34(18), 3533–3560. <https://doi.org/10.1080/09585192.2023.2258335>
- Wibowo. (2022). *Manajemen kinerja* (6th ed.). Rajawali Pers.
- Widayanti, L. J., & Widiastini, N. M. A. (2021). Pengaruh kepuasan kerja dan disiplin kerja terhadap kinerja karyawan bagian moulding kayu PT. Adi Karya Graha Mulya. *Prospek: Jurnal Manajemen dan Bisnis*, 3(1), 47–55. <https://doi.org/10.23887/pjmb.v3i1.29510>
- Yanthi, P. B. O. N., Parma, I. P. G., & Heryanda, K. K. (2019). Pengaruh disiplin kerja dan motivasi terhadap kinerja karyawan pada PT. XL Axiata Cabang Singaraja. *Jurnal Manajemen*, 5(2).