

The Influence of Work Family Conflict, Work Life Balance, and Authentic Leadership on Employee Performance at Swiss-Bel Hotel Rainforest Kuta

Ida Ayu Kusuma Dewi^{1*}, Made Mulyadi²

Faculty of Economics and Business, National Education University
dyawik@gmail.com¹, mulyadi.made63@gmail.com²

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* Correspondence Writer

Abstract

Human resources are a key element in the success of an organization. The success of a company heavily relies on the quality of its human resources. Achieving organizational goals is not only determined by technology but, more importantly, by the individuals who carry out the work. This study aims to analyze the effect of work family conflict, work life balance, and authentic leadership on employee performance at Swiss-Bel Hotel Rainforest Kuta. A quantitative approach was used in this research. The population of this study consists of all employees of Swiss-Bel Hotel Rainforest Kuta, totaling 72 employees, with a saturated sampling technique. Data were collected through documentation and questionnaires, and the data analysis technique employed was multiple linear regression. The results of the study indicate that work family conflict, work life balance, and authentic leadership have a positive impact on employee performance. Simultaneously, these three variables also significantly affect employee performance.

Keywords: *Work Family Conflict; Work Life Balance; Authentic Leadership; Employee Performance*

INTRODUCTION

Human resources play a vital role in every organization. As a fundamental asset, human resources function as planners and implementers of various activities that take place in a company or institution (Raymond, et al., 2023). Unlike machines, money, or materials that have a structured nature and can be controlled to encourage the achievement of organizational goals, human resources have mental, emotional, desire, and educational aspects that shape the mindset of individuals that will be brought into the company environment. Thus, the success of the company is highly dependent on the quality of existing human resources. The achievement of the company's goals does not only lie in the sophistication of technology, but more in the people who run and do the work. Employee performance, which plays a major role in producing outputs that meet the needs of the organization, is an important indicator in achieving these goals (Maulyan, 2019).

Employee performance can be understood as real results or work achievements obtained by an employee. There are various definitions related to performance, one of which is the results achieved by individuals or groups in an organization, based on their responsibilities and authority, to achieve organizational goals without violating laws and ethics (Esthi, 2021). This performance is related to the quantity and quality of work produced by an individual in the organization (Anwar, 2019), as well as how the work behavior can be evaluated to determine the level of achievement. Thus, employee performance can be measured through the achievement of targets that have been set within a certain period of time by the organization (Widyaningrum & Widianana, 2020).

One of the factors that affect employee performance is *work family conflict*, which is a type of role conflict that occurs when a person finds it difficult to balance their roles at work and family life (Pasaribu, 2022). These conflicts occur when there is an imbalance between the demands of work and family obligations, which can put pressure on the individual. In this sense, *work family conflict* refers to tensions that arise due to differences in needs, values, and social relationships between work and personal life that can trigger conflicts, especially when the two roles clash with each other.

Previously, there were several studies that explored the relationship between *work family conflict* and employee performance, such as those conducted by (Minarika, et al., 2020), (Sari & Waryono, 2019), and (Tualai & Aima, 2022) which indicated that the better the conflict is managed, the better employee performance will increase. On the contrary, the results of research by (Fadhilah, 2020) show that there is no significant influence between *work family conflict* and employee performance.

In addition to *work family conflict*, another factor that affects employee performance is *work-life balance*. *Work-life balance* refers to the ability of individuals to maintain a balance between professional and personal lives by minimizing conflicts between the two. This balance is important because it can affect an individual's satisfaction and involvement in his or her work, as well as allow them to enjoy their free time with family or other personal activities. According to (Muliawati, 2020), *work-life balance* describes a balance between personal life and work that can prevent conflicts between the two, while (Mulyadi, et al., 2024) states that this balance can be seen from individual satisfaction in both roles.

Previous research conducted by (Badrianto & Ekhsan, 2021), (Preena, 2021), and (Thamrin & Riyanto, 2020) shows that *work-life balance* has a positive influence on employee performance, meaning that the better the balance provided by the company, the higher the performance that can be achieved by employees. However, research by (Saifullah, 2020) shows that *work-life balance* does not have a significant impact on employee performance.

In addition, *authentic leadership* is another factor that plays a role in improving employee performance. Characteristics of *authentic leadership* include high self-awareness, effective self-regulation, and the ability to set an authentic example for their followers. Leaders who uphold these principles can improve employee well-being and their performance. The main goal of *authentic leadership* is to build strong relationships with employees, inspire them, and encourage self-awareness to reach their maximum potential (Asbari & Novitasari, 2021).

Meanwhile, based on several studies, for example conducted by (Ihsan, 2021), (Khan & Ghayas, 2022), and (Daraba, et.al., 2021), it was found that *authentic leadership* has a positive effect on employee performance, which means that the application of this leadership style can improve performance. However, research by (Dewayanti, et.al., 2022) shows that *authentic leadership* has a negative effect on employee performance, which means that the better the implementation of authentic leadership, the lower employee performance.

This research was conducted at Swiss-Bel Hotel Rainforest Kuta, a 4-star hotel located in the Kuta area with complete facilities. The hotel has 161 rooms, including Superior Deluxe, Grand Deluxe, Junior Suite with Balcony, Executive Suites, and Deluxe. Each room is equipped with facilities such as a mini-bar, air conditioning, personal safe, 32-inch LCD TV, IDD telephone, and tea and coffee making facilities. In addition, the hotel has non-smoking floors located on the 3rd and 5th floors, with a total of 84 guest rooms. These rooms are also available for disabled guests. The *Rainforest* concept aims to create a green oasis, with trees and plants hanging around the hotel area. In addition, the water element is added to create a calm atmosphere, giving it a feel away from the hustle and bustle of Kuta.

Based on the results of a survey conducted by researchers, there is a phenomenon of a decline in employee performance at Swiss-Bel Hotel Rainforest Kuta which can be seen from the realization of sales that do not meet the targets set by the company. The following is the target data and sales realization in 2023 which are presented in table 1.

Table 1. Swiss-Bel Hotel Rainforest Kuta Sales Target and Realization in 2023

Moon	Sales Target (Rp)	Sales Realization (Rp)	Percentage (%)
January	2,900,000,000,00	3,002,933,327,00	103%
February	2,900,000,000,00	1,851,723,748,00	63,8%
March	2,900,000,000,00	2,256,936,428,00	77,8%
April	2,900,000,000,00	2,452,422,193,00	84,5%
May	2,900,000,000,00	2,154,847,645,00	74,3%
June	2,900,000,000,00	1,955,164,443,00	67,4%
July	2,900,000,000,00	2,554,231,548,00	88,0%
August	2,900,000,000,00	2,150,964,366,40	74,1%
September	2,900,000,000,00	2,352,871,887,00	81,1%
October	2,900,000,000,00	2,051,228,471,10	70,7%
November	2,900,000,000,00	3,062,292,519,00	105%
December	2,900,000,000,00	3,167,185,192,00	109%

Based on Table 1, it can be explained that most of the sales realization achieved by the company still does not meet the set targets. From the sales table, only January, November, and December 2023 managed to reach the target, while in other months, the target was not achieved. With more and more sales that have not reached the target, the company needs to pay extra attention to still be able to compete with other competitors. This also reflects the low performance of employees. The failure to achieve this sales target is caused by various factors, one of which is the problem of *work family conflict* that occurs in the company.

Based on the results of interviews with several employees, there are problems related to work family conflict, which can be seen from the suboptimal performance of employees in the F&B Product and housekeeping departments caused by employees who cannot control their emotions so that they are carried away by emotions when carrying out work, so that performance becomes not optimal and is late to complete. Then based on the results of the researcher's observations, there are also problems related to work-life balance, which can be seen from some employees from the housekeeping department who cannot separate family problems from problems at work, so that the work is not completed on time.

Based on the results of interviews with several employees, there are problems related to authentic leadership, namely where the leaders of Swiss-Bel Hotel Rainforest Kuta do not blend in with employees so that leaders cannot directly provide input on employee performance and leaders who do not motivate employees so that the company's goals are not achieved properly. Therefore, the authentic leadership style must be applied properly to improve employee performance.

Seeing the existing phenomena and the inconsistency of the results of previous research, researchers feel interested in conducting more in-depth research. This research was then titled "The Influence of Work Family Conflict, Work Life Balance, and Authentic Leadership on Employee Performance at Swiss-Bel Hotel Rainforest Kuta".

METHOD

This research was conducted at Swiss-Bel Hotel Rainforest Kuta which is located at Jl. Sunset Road No.101, Kuta, Kuta District, Badung Regency, Bali 80361. In this study, the population is all employees of Swiss-Bel Hotel Rainforest Kuta, which is 72 employees. The sample obtained in this study was 72 employees of Swiss-Bel Hotel Rainforest Kuta. In this study, the data collection technique uses documentation and questionnaires.

RESULTS AND DISCUSSION

Result

Table 2. Descriptive Results of Respondent Characteristics Based on Age

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	> 35 Years	9	12.5	12.5	12.5
	21-28 Years	32	44.4	44.4	56.9
	29-35 Years	31	43.1	43.1	100.0
	Total	72	100.0	100.0	

Source : Data processed

Based on table 2, it is known that respondents who have an age range of 21 – 28 years old are 32 people, respondents with an age range of 29 – 35 years old are 31 people, and respondents over the age of 35 years are 9 people. The meaning is that the employees at Swiss-bel Hotel Rainforest Kuta are dominated by employees with an age range of 21 – 28 years. Employees are dominant with an age range of 21-28 years because this age is a productive age and has a high work spirit in the company.

Table 3. Validity Test Results

Variable	Statement	Pearson Correlation Values	Information
Work Family Conflict	X1.1	0,935	Valid
	X1.2	0,944	Valid
	X1.3	0,953	Valid
Work Life Balance	X2.1	0,905	Valid
	X2.2	0,870	Valid
	X2.3	0,868	Valid

Authentic Leadership	X3.1	0,895	Valid
	X3.2	0,874	Valid
	X3.3	0,897	Valid
Employee Performance	Y1.1	0,618	Valid
	Y1.2	0,589	Valid
	Y1.3	0,782	Valid
	Y1.4	0,623	Valid
	Y1.5	0,821	Valid
	Y1.6	0,769	Valid
	Y1.7	0,711	Valid
	Y1.8	0,731	Valid

Source : Data processed

Based on the results of the validity test contained in Table 3 above, it can be concluded that all variables, namely *work family conflict*, *work life balance*, *authentic leadership*, and employee performance, have a correlation coefficient value greater than 0.30 with a total score of all statement items. This shows that the statements in the study are valid.

Table 4. Reliability Test Results

Variable	Cronbach Alpha Values	Information
<i>Work Family Conflict</i>	0,939	Reliable
<i>Work Life Balance</i>	0,855	Reliable
<i>Authentic Leadership</i>	0,866	Reliable
Employee Performance	0,858	Reliable

Source : Data processed

Based on Table 4. Above it can be seen that all variables, namely work family conflict, work life balance, authentic leadership and employee performance, have a Cronbach Alpha coefficient value greater than 0.60. Therefore, all of these instruments are reliable, so they are suitable for use as research instruments.

Table 5. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

Unstandardized Residual		
N		72
Normal Parameters ^{a,b}	Mean	0.0000000
	Std. Deviation	3.82481908
Most Extreme Differences	Absolute	0.098
	Positive	0.098
	Negative	-0.059
Test Statistic		0.098
Asymp. Sig. (2-tailed)		0.081

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source : Data processed

Based on Table 5, it can be seen that the value is significant *asymp sig. 2-tailed* greater than 0.05. This shows that the residual data used in this study is normally distributed.

Table 6. Multicollinearity Test Results
Coefficients^a

Type	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
1 (Constant)	2.587	5.564			4.060	0.000		
Work Family Conflict	0.504	0.255	0.311		2.976	0.015	0.254	3.939
Work Life Balance	0.995	0.316	0.486		3.155	0.002	0.264	3.787
Authentic Leadership	0.249	0.272	0.312		3.092	0.009	0.376	2.659

a. Dependent Variable: Employee Performance

Source: Data processed

Based on Table 6., it shows that the VIF value is less than 10 and the *tolerance* value is greater than 0.10. This means that the data used in this study are free from multicollinearity tests.

Table 7. Heteroscedasticity Test Results
Coefficientsa

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.825	3.229		2.114	0.038
Work Family Conflict	-0.140	0.148	-0.201	-0.948	0.346
Work Life Balance	0.414	0.183	0.469	1.260	0.127
Authentic Leadership	-0.692	0.158	-0.762	-1.383	0.100

a. Dependent Variable: ABSRES

Source: Data processed

Based on table 7. The significance value of each variable > 0.05, so it can be concluded that this study is free from the heteroscedasticity test.

Table 8. Multiple Linear Regression Test Results
Coefficientsa

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.587	5.564		4.060	0.000
Work Family Conflict	0.504	0.255	0.311	2.976	0.015
Work Life Balance	0.995	0.316	0.486	3.155	0.002
Authentic Leadership	0.249	0.272	0.312	3.092	0.009

a. Dependent Variable: Employee Performance

Source: Data processed

Based on table 8., the regression equation $Y = 2.587 + 0.504X_1 + 0.995X_2 + 0.249X_3$ is obtained. The results of the equation are explained as follows: the influence of *work family conflict*, *work life balance*, and *authentic leadership* on employee performance.

1. It is known that the constant value of 2.587 means that if the variables of *work family conflict*, *work life balance*, and *authentic leadership* are valued at 0 (zero), then the performance of employees (Y) will increase by 2.587.
 2. B1 = 0.504: Meaning, the variable *Work Family Conflict* has a positive coefficient on employee performance with a significance value of $0.015 < 0.05$. This means that if the variable of *work family conflict* increases, then employee performance will increase by 0.504.
 3. B2 = 0.995: Meaning, the *Work Life Balance* variable has a positive regression coefficient value on employee performance with a significance value of $0.002 < 0.05$. This means that if the *work-life balance* variable increases, then employee performance will increase by 0.995.
- B3 = 0.249: Meaning, the *Authentic Leadership* variable has a positive regression coefficient value on employee performance with a significance value of $0.009 < 0.05$. This means that if the *authentic leadership* variable increases, then employee performance will increase by 0.249.

Table 9. Determination Coefficient Test Results
Model Summaryb

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.757A	0.573	0.554	3.90828

a. Predictors: (Constant), Authentic Leadership, Work Life Balance, Work Family Conflict

b. Dependent Variable: Employee Performance

Source: Data processed

Based on table 9, it shows that the magnitude of the *Adjusted R square* value is 0.554, which means that the influence of *work family conflict*, *work life balance*, and *authentic leadership* on employee performance is 55.4% and the remaining 44.6% is influenced by other factors outside the research variables.

**Table 10. Test Result F
ANOVA^a**

Type	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1394.977	3	464.992	30.442	0.000b
Residual	1038.676	68	15.275		
Total	2433.653	71			

Source: Data processed

Based on table 10, it shows that the F-count value is 30.442 with a significance value of 0.000 which is less than 0.05. Based on this, it can be concluded that the variables of *work*, *family conflict*, *work life balance*, and *authentic leadership* have a simultaneous effect on employee performance. This means that there is an influence between *family conflict*, *work life balance*, and *authentic leadership* simultaneously or together on employee performance.

**Table 11. Test Results t
Coefficients^a**

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.587	5.564		4.060	0.000
Work Family Conflict	0.504	0.255	0.311	2.976	0.015
Work Life Balance	0.995	0.316	0.486	3.155	0.002
Authentic Leadership	0.249	0.272	0.312	3.092	0.009

a. Dependent Variable: Employee Performance

Source: Data Processed

Discussion

The Effect of Work Family Conflict on Employee Performance

According to (Naibaho & Ratningsih, 2018), work-family conflict is a problem faced by employees, which arises as a result of the imbalance between their roles at work and in the family. A similar understanding was also put forward by (Rohmah, et al., 2022), who stated that work-family conflict occurs when the pressure caused by work affects a person's obligations to the family. This conflict, or known as work-family conflict (WFC), can be understood as inter-role tension, where an imbalance occurs between the roles carried out as workers and as family members. The conflict also reflects the tension that arises due to dual roles, when the demands from both sides, both work and family, cannot be harmonized both in terms of quality and time. Therefore, if the company is able to manage work-family conflicts well, the performance produced by employees will increase.

The results of this study are in line with research conducted by (Minarika, et al. 2020), (Sari & Waryono, 2019), (Tualai & Aima, 2022), (Purwanto, 2020) and (Tewal, et.al., 2021) which states that work family conflict has a positive influence on employee performance.

The Effect of Work-Life Balance on Employee Performance

Work-life balance refers to an individual's ability to balance work tasks with commitment to family and other responsibilities outside of work (Diah & Al Musadieq, 2018). According to (Lingga, 2020), *work-life balance* reflects the extent to which individuals feel satisfied and involved in their roles in a balanced manner, both at work and in personal life outside of work. In addition, (Lukmiati, 2020) states that *work-life balance* describes the extent to which individuals are involved and satisfied in their roles between personal and professional lives, without causing conflict between the two. Therefore, the implementation of *a good work-life balance* in the company is believed to improve employee performance.

The results of this study are consistent with the findings from (Badrianto & Ekhsan, 2021), (Thamrin & Riyanto, 2020), and (Preena, 2021), which state that *work-life balance* has a positive influence on employee performance.

The Influence of Authentic Leadership on Employee Performance

Authentic leadership refers to leaders who have behavior patterns that encourage higher self-awareness, moral perspectives that internalize, balance information processing, as well as transparency

in relationships and encourage positive self-development (Mayora & Purwanto, 2019). According to (Winbaktianur & Sutono, 2019), *authentic leadership* can be defined as a leader who is able to create a healthy and safe work environment, and optimally supports psychological capital as a mediating variable for every individual in the organization. Thus, the better the implementation of *authentic leadership* in the company, the better the performance of employees will increase.

The results of this study are in line with research conducted by (Ihsan, 2021), (Khan & Ghayas, 2022), (Almukharomah and Kusmisyanti, 2022), and (Daraba, et.al., 2021) which states that authentic leadership has a positive effect on employee performance.

The Influence of Work Family Conflict, Work Life Balance, and Authentic Leadership on Employee Performance

Work family conflict, according to (Naibaho & Ratningsih, 2018), is a type of conflict experienced by employees, which arises due to an imbalance between the roles carried out in work and the roles in the family. In addition, the work-life balance factor also has a significant role in influencing employee performance. As explained by (Diah & Al Musadieq, 2018), work-life balance refers to a person's ability to manage obligations at work while maintaining commitment to family and fulfilling other responsibilities outside of work. Employees who can maintain a good balance between work and personal life tend to be able to improve their performance in the company. In addition, a leadership style known as authentic leadership also plays an important role in influencing employee performance. According to (Mayora & Purwanto, 2019), leaders with this leadership style have behaviors that promote increased self-awareness, balanced information processing, transparency in relationships, and positive self-development through the internalization of a strong moral perspective.

The results of this study are in line with research conducted by (Minarika, et al. 2020) and (Almukharomah and Kusmisyanti, 2022) which states that work life balance, work family conflict, and authentic leadership have a simultaneous effect on employee performance.

CONCLUSION

Based on the research that has been conducted, it can:

1. The analysis shows that the variable *work family conflict* has a positive influence on employee performance, as shown by the regression coefficient value of 0.504. This means that any increase in *work family conflict* will contribute to an increase in employee performance by 0.504. The results in Table 4.16 show that the t-count value reaches 2.976 with a significance level of 0.015, which is less than 0.05. Thus, the first hypothesis (H1) is accepted, showing that well-managed *work family conflicts* in companies can encourage improved employee performance.
2. The *work-life balance variable* was also found to have a positive relationship with employee performance. A regression coefficient of 0.995 indicates that an increase in *work-life balance* will improve employee performance by an equivalent number. In Table 4.16, the t-count value is 3.155 with a significance level of 0.002, which indicates that the second hypothesis (H2) is accepted. This means that the better the balance between the work and personal life of employees in a company, the greater the performance improvement that can be achieved.
3. Furthermore, the implementation of *authentic leadership* also has a positive impact on employee performance, as indicated by a regression coefficient of 0.249. Any increase in this variable is expected to increase performance by 0.249. The recorded t-count value of 3.092 with a significance level of 0.009 (less than 0.05) confirms that the third hypothesis (H3) is accepted. This shows that authentic leadership that is effectively implemented in a company can contribute to improving employee performance.
4. Based on the F test listed in Table 4.15, an F-count value of 30.442 was obtained with a significance level of 0.000, which was below 0.05. These results indicate that the variables of *work family conflict*, *work life balance*, and *authentic leadership* together have a significant influence on employee performance. In other words, if the company is able to manage work-family conflicts well, support work-life balance, and implement authentic leadership, then employee performance will improve overall. Therefore, the fourth hypothesis (H4) is accepted.

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