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Tri Hita Karana: Mediating Work-Life Balance to Enhance Employee Performance at Mandiri Finance

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Abstract—Employee performance is a key factor influencing organizational success. To enhance employee performance, it is crucial for management to understand the contributing factors, such as work motivation and employee well-being. This study aims to analyze the impact of work motivation and employee well-being on employee performance, with work-life balance based on Tri Hita Karana as a mediating variable. The research was conducted at Mandiri Finance Denpasar Branch using the Structural Equation Modeling-Partial Least Square (SEM-PLS) method. Data were collected through questionnaires. The results indicate that work motivation positively affects employee performance, as does employee well-being. Additionally, work-life balance based on Tri Hita Karana significantly contributes to improving employee performance. The study also reveals that Tri Hita Karana-based work-life balance mediates the relationship between work motivation and employee performance, as well as the relationship between employee well-being and employee performance. These findings highlight the importance of adopting a Tri Hita Karana-based work-life balance, which emphasizes harmony in relationships with God, fellow humans, and the environment. This approach strengthens the positive effects of work motivation and employee well-being on employee performance.

Keywords: Employee performance; work motivation; employee well-being; work-life balance; Tri Hita Karana

Introduction

Employee performance is a crucial element for a company's success, contributing to productivity, innovation, competitive advantage, and corporate reputation (Luqman et al., 2021); (Busro, 2018: 4). From a human resource management perspective, quality employees represent the company's values, necessitating effective management to achieve organizational goals (Wei et al., 2023). However, employee performance issues remain a challenge, as observed at Mandiri Finance Denpasar Branch. Attendance data indicates a rising absenteeism trend, reaching 3.08% in 2023. This high absenteeism, coupled with communication issues among employees, has impacted their work quality.

Work motivation and employee well-being are identified as key factors influencing employee performance (Ranta & Ylinen, 2023). Work motivation drives effectiveness and productivity, while employees' physical, mental, and emotional well-being fosters comfort in the workplace (Triest et al., 2023). However, preliminary interviews indicate that work motivation and supervisory support at Mandiri Finance are not yet optimal. Previous studies by Liaquat et al., (2023); Pütz et al., (2022); Ninaus et al., (2021); Hasan et al., (2020) have shown a positive relationship between work motivation, employee well-being, and employee performance, although some findings remain inconsistent, creating a research gap.

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The issue of employee performance at Mandiri Finance Denpasar Branch serves as the primary background for this study, particularly the rising absenteeism rate, which reached 3.08% in 2023. An absenteeism rate exceeding 3% is considered disruptive to performance, further exacerbated by tardiness and communication issues among employees. This phenomenon indicates challenges in work discipline and team dynamics that affect performance outcomes. This study highlights work motivation and employee well-being as crucial factors that need to be optimized to enhance performance.

Based on preliminary interviews, some employees reported feeling less motivated and struggling to receive support from their supervisors. This aligns with previous studies indicating that low work motivation and employee well-being can negatively affect employee performance. However, earlier research by Syahidin et al., (2022); Wu et al., (2023); Dick & Rosenberg (2023); Fey et al., (2022) on the influence of these two variables has shown inconsistencies, creating a research gap. Therefore, this study focuses on further exploring the relationship between work motivation, employee well-being, and employee performance by utilizing the concept of work-life balance as a mediator.

To bridge the influence of work motivation and employee well-being on employee performance, this study employs *Tri Hita Karana*-based work-life balance as a mediating variable. This concept emphasizes harmony between humans, the environment, and God, reflecting the local Balinese values relevant to the research context. *Tri Hita Karana*-based work-life balance is expected to provide a more comprehensive explanation of these relationships and offer solutions to employee performance issues at Mandiri Finance Denpasar Branch. The study focuses on the impact of work motivation, employee well-being, and *Tri Hita Karana*-based work-life balance on employee performance, aiming to make a significant contribution to human resource management Gülmез et al., (2024); Huo & Jiang (2023); dan Ninaus et al., (2021).

The uniqueness of this study lies in its mediating approach using the concept of *Tri Hita Karana*-based work-life balance, which has been scarcely explored in the context of companies within the finance sector. *Tri Hita Karana*, as a local Balinese cultural value, offers a unique perspective on creating balance between employees' work and personal lives (Pramesti & Renaldo, 2023). This concept emphasizes not only harmony between individuals and their work environment but also with nature and spiritual values, supporting the holistic well-being of employees.

The integration of *Tri Hita Karana* in work-life balance offers a new contribution to understanding how to enhance employee performance through a local cultural approach. This makes the study particularly relevant in the context of Bali, where local values remain strong. The research not only enriches the literature on human resource management based on local culture but also provides practical recommendations for companies in Bali to manage employee performance more effectively.

Concept and Hypothesis

Employee Performance

According to Dessler (2018) employee performance is defined as "the employee's contribution to the organization's goals within the context of their work, which includes productivity, work quality, and contributions to the team or work unit." This performance is reflected in productivity, work quality, adherence to policies, initiative in finding solutions, collaboration with colleagues, contributions to achieving organizational goals, as well as other aspects such as loyalty, engagement, and job satisfaction.

Work-Life Balance Base on *Tri Hita Karana*

According to Hasan et al., (2020) work-life balance involves the allocation of time

between various aspects of life, including time spent working, resting, socializing with family and friends, exercising, and engaging in other recreational activities. According to Pramesti & Renaldo (2023) Tri Hita Karana is a concept that underpins the way of life in Balinese society, emphasizing balance and harmony between three key elements: humans, nature, and God. Tri Hita Karana-based work-life balance refers to achieving an adequate balance between work and personal life while considering the harmony among these three essential elements: humans, nature, and God.

Work Motivation

According to Herzberg, work motivation is divided into two factors: satisfaction factors and dissatisfaction factors (Hasan et al., 2020). Satisfaction factors are related to intrinsic aspects of the job, such as achievement, responsibility, and recognition, while dissatisfaction factors are related to extrinsic aspects, such as company policies, supervision, and physical working conditions.

Employee Well-Being

According to Jaiswal et al., (2022) employee well-being encompasses physical, mental, and social well-being. Physical well-being includes not only the absence of illness or disability but also physical health and fitness levels. Mental well-being involves aspects such as job satisfaction, work-life balance, and the ability to cope with stress.

Hypothesis

Work Motivation on Employee Performance

Employees who feel motivated tend to be more engaged in their work. They are more enthusiastic about completing their tasks, more active in contributing to the team, and more focused on achieving organizational goals. This is supported by research conducted by Hasan et al., (2020) which shows that work motivation has a positive impact on employee performance. This is consistent with a study by Liaquat et al., (2023) which states that the higher the work motivation, the higher the employee performance. Based on this explanation, the following hypothesis can be formulated.

H_1 : Work motivation affects employee performance.

Employee Well-being on Employee Performance

Organizations that promote a balance between employees' work and personal life will reap benefits in the form of employee loyalty, lower absenteeism rates, and better performance. Employees who have time for family, hobbies, and activities outside of work tend to be happier and more productive. This is supported by research conducted by Wu et al., (2023) which shows that employee well-being is one of the factors that can enhance employee performance in a company. Other studies by Dick & Rosenberg (2023); Fey et al., (2022) show that employee well-being is a condition where employees experience inner peace, leading to improved performance. Based on this explanation, the following hypothesis can be formulated.

H_2 : Employee well-being affects employee performance.

Work-Life Balance Based Tri Hita Karana on Employee Performance

Work-life balance achieved through the application of Tri Hita Karana principles can enhance employee commitment to the organization. When the organization pays attention to balancing employees' needs in spiritual, social, and environmental aspects, employees tend to feel valued and attached to the organization. This high commitment can lead to improved performance, as employees will be more motivated to achieve organizational goals. Research conducted by Laguía et al., (2024) shows that work-life balance has a positive impact on

employee performance. Similar findings are reported by Luqman et al., (2021) which also indicate that work-life balance positively influences employee performance. Based on this explanation, the following hypothesis can be formulated:

H_3 : Tri Hita Karana-based work-life balance affects employee performance.

The Impact of Work Motivation on Tri Hita Karana-Based Work-Life Balance

The concept of *Tri Hita Karana* also emphasizes the importance of maintaining balance with nature and the environment. Work motivation that integrates these values can encourage employees to adopt environmentally friendly and responsible work practices and to consider the impact of their work on the environment. Research conducted by Hasi et al., (2020) shows that high motivation can lead to achieving a good work-life balance. Another study by Hasan et al., (2020) explains that the higher the work motivation, the easier it becomes to achieve work-life balance. Based on this explanation, the following hypothesis can be formulated:

H_4 : Work motivation affects *Tri Hita Karana*-based work-life balance.

The Impact of Employee Well-being on Tri Hita Karana-Based Work-Life Balance

By integrating the *Tri Hita Karana* concept into HR practices, organizations can create a more sustainable work environment that supports employee well-being and facilitates a healthy balance between work and personal life. This, in turn, can enhance productivity, job satisfaction, and employee loyalty. Research conducted by Hasan et al., (2020) shows that employee well-being positively affects work-life balance. Another study by Gülmез et al., (2024) also indicates that employee well-being positively influences work-life balance. Based on this explanation, the following hypothesis can be formulated:

H_5 : Employee well-being affects *Tri Hita Karana*-based work-life balance.

The Role of Tri Hita Karana-Based Work-Life Balance in Mediating the Effect of Work Motivation on Employee Performance

Research conducted by Ermiana et al., (2023) explains that *Tri Hita Karana* is a meta-synthesis that leads individuals to experience harmony and balance in their lives. Additionally, Wanadjaja & Samputra (2021) explain that the *Tri Hita Karana* concept can lead to sustainable development. Based on this explanation, the following hypothesis can be formulated:

H_6 : *Tri Hita Karana*-based work-life balance can mediate the effect of work motivation on employee performance.

The Role of Tri Hita Karana-Based Work-Life Balance in Mediating the Effect of Employee Well-being on Employee Performance

The role of *Tri Hita Karana*-based work-life balance in linking employee well-being with employee performance, using the foundation of HRM theory. Such research can provide a better understanding of how factors like work-life balance, employee well-being, and certain cultural philosophies can influence performance and overall organizational success. Research conducted by Ermiana et al., (2023) explains that *Tri Hita Karana* is a meta-synthesis that causes individuals to experience harmony and balance in their lives. Additionally, Wanadjaja & Samputra (2021) explain that the *Tri Hita Karana* concept can lead to sustainable development. Based on this explanation, the following hypothesis can be formulated:

H_7 : *Tri Hita Karana*-based work-life balance can mediate the effect of employee well-being on employee performance.

Method

This study uses a non-experimental quantitative design with a causal type, which does not involve the manipulation of independent variables. The study population consists of all employees at Mandiri Finance Denpasar Branch, totaling 187 people, with a census technique used to ensure that the entire population is included in the sample. The census technique was chosen due to the relatively small population size, which allows for the representation of all divisions in the study. Data were collected using a questionnaire, which was first tested for validity and reliability to ensure the suitability of the instrument.

Below are the operational definitions of each variable in this study.

Employee Performance

Employee performance is a term that refers to how well an employee carries out their job tasks and responsibilities. The indicators of employee performance used in this study are: 1) quality; 2) quantity; 3) timeliness; 4) effectiveness.

Employee Wellbeing

Employee well-being refers to the physical, mental, and emotional health of an employee in the workplace. The indicators of employee well-being are: 1) I feel that I am doing something truly meaningful; 2) My supervisor helps me with difficult tasks at work; 3) My organization responds quickly to safety issues.

Work Motivation

Work motivation is the internal or external drive that influences employees to act in ways that contribute to the organization's goals. The indicators of work motivation are: 1) Recognition; 2) Sense of ownership; 3) Ability; 4) Prioritizing quality; 5) Job description; 6) Achievement; 7) Responsibility.

Work-life balance-based tri hita karana

Tri Hita Karana-based work-life balance is an approach that integrates the concept of work-life balance with the philosophy of *Tri Hita Karana*, a traditional life guide from Bali. The indicators of *Tri Hita Karana*-based work-life balance used in this study are: 1) Time balance; 2) Emotional balance; 3) Spiritual well-being; 4) Balanced social relationships; 5) Health and well-being.

Data analysis was conducted using the Structural Equation Modeling (SEM) based on variance or Partial Least Square (PLS) method with the help of Smart PLS 3.0 software. This technique is used to analyze sample data inferentially, allowing the results to be generalized to the population. SEM PLS was chosen for its ability to process complex data and provide insights into the causal relationships between variables in the research model.

Result and Discussion

Outer Model

In the outer model measurement, tests for convergent validity, discriminant validity, and unidimensionality were performed. Convergent validity consists of outer loading and Average Variance Extracted (AVE). Discriminant validity involves comparing outer loading values with cross-loading values and ensuring that the square root of AVE is greater than the correlations between variables. For reliability testing, composite reliability, rho-A, and Cronbach's Alpha were used (Hair *et al.*, 2019). The statistical validity of the instruments

used in this study was assessed using convergent and discriminant validity (Hair *et al.*, 2019).

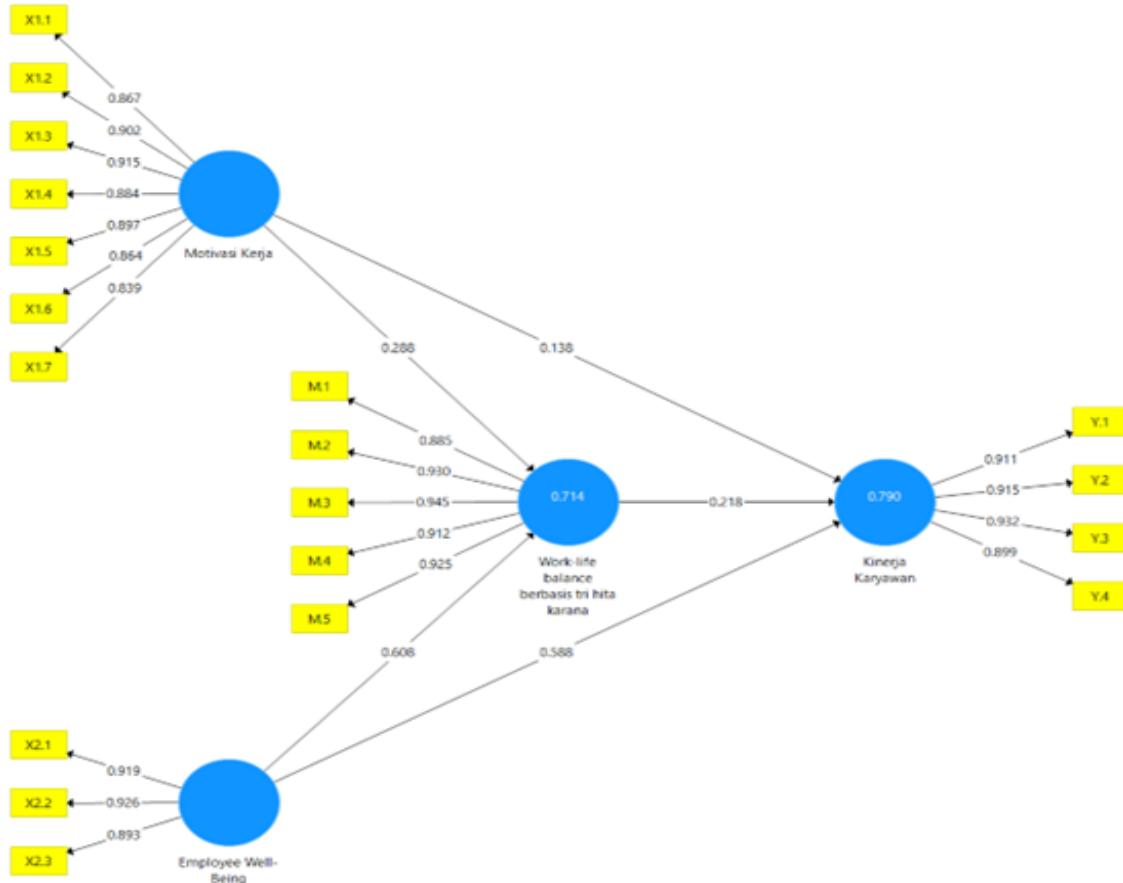


Figure 1. Outer Model

Table 1. Convergent AVE Test Result

	Average Variance Extracted (AVE)
Employee Well-Being	0.833
Employee Performance	0.836
Work Motivation	0.777
Work-life balance-based tri hita karana	0.846

Source: Primary data processed, 2024

Based on the table above, it can be seen that all values of Average Variance Extracted (AVE) are greater than 0.5. Therefore, it can be stated that the data in this study are valid.

Table 2. Coefficient Composite Reliability and Cronbach's Alpha

	Cronbach's Alpha	Composite Reliability
Employee Well-Being	0.900	0.937
Employee Performance	0.934	0.953
Work Motivation	0.952	0.961
Work-life balance-based tri hita karana	0.954	0.965

Source: Primary data processed, 2024

Based on Table 2 above, it can be seen that all Cronbach's alpha values for each variable are greater than 0.7, and all Composite Reliability values are greater than 0.6. Therefore, it can be stated that the data in this study are reliable.

Inner Model

In the measurement of the inner model, tests for direct and indirect effects are conducted to examine both direct and indirect influences, as well as to assess the strength of the effect using coefficient of determination analysis (R-Square), and by analyzing F-Square and Q-square (Hair *et al.*, 2019). The inner model, or structural model, is evaluated by looking at the percentage of variance explained, which is done by checking the R-square value of the exogenous variables (R²) using the Stone-Geisser Q-Square test, and considering the strength of the structural path coefficients. Potential mediation will be confirmed after further mediation analysis using the bootstrap method (Hair *et al.*, 2019).

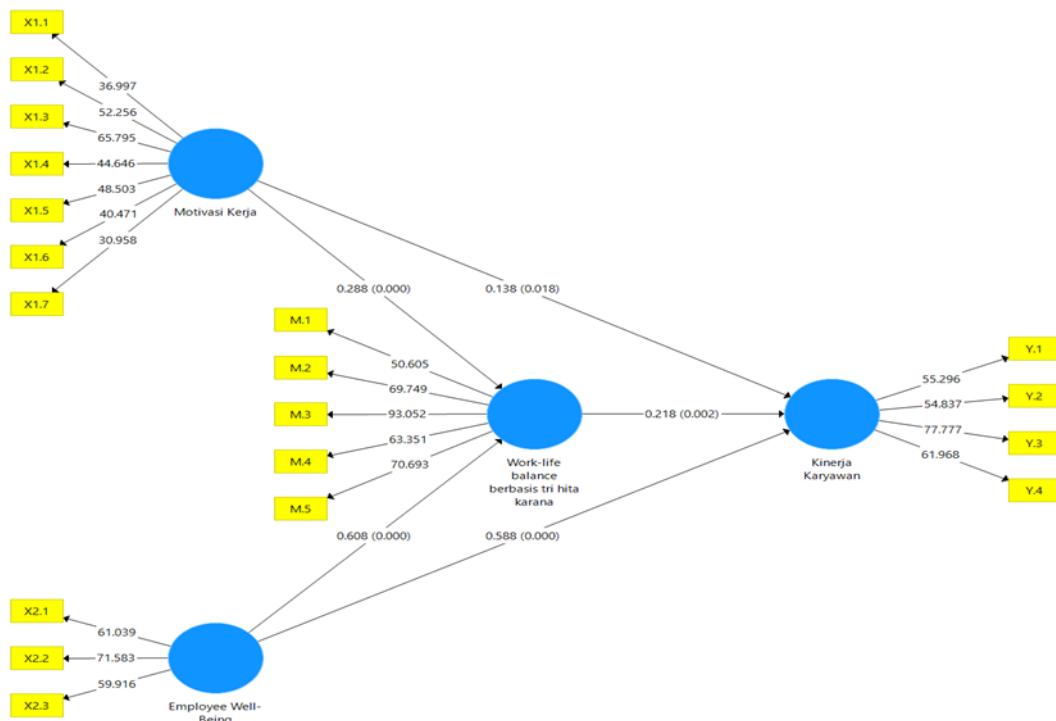


Figure 2. Inner Model

The analysis results show that work motivation, employee well-being, and work-life balance based on Tri Hita Karana simultaneously influence employee performance with an Adjusted R-Square value of 78.6%, indicating a large effect. Additionally, work motivation and employee well-being together influence work-life balance based on Tri Hita Karana with an Adjusted R-Square value of 71.1%, indicating a moderate effect. This demonstrates that these three variables have a significant contribution to employee performance and work-life balance based on Tri Hita Karana.

The Q-square analysis results show that the model has relevant predictive values, with a Q-square value of 0.616, which is greater than 0 and close to 1. This indicates that the observed values have been well reconstructed, making the model suitable for predicting the relationships between the variables in this study.

Hypothesis Test

Table 3. Direct Effect Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Employee Well-Being ---> Employee Performance	0.588	0.581	0.063	9.410	0.000
Employee Well-Being ---> Work-life balance-based tri hita karana	0.608	0.607	0.063	9.669	0.000
Work motivation ---> employee performance	0.138	0.139	0.058	2.371	0.018
Work Motivation ---> Work-life balance-based tri hita karana	0.288	0.286	0.066	4.385	0.000
Work-life balance-based tri hita karana ---> Employee Performance	0.218	0.225	0.071	3.089	0.002

Source: Primary data processed, 2024

The analysis results show that all the variables tested have a significant impact on employee performance and work-life balance based on Tri Hita Karana. Employee well-being has a positive effect on employee performance with a p-value of 0.000 and a t-statistic of 9.410, as well as on work-life balance with a p-value of 0.000 and a t-statistic of 9.669. Work motivation also has a positive effect on employee performance with a p-value of 0.018 and a t-statistic of 2.371, as well as on work-life balance with a p-value of 0.000 and a t-statistic of 4.385. Finally, work-life balance based on Tri Hita Karana has a positive effect on employee performance with a p-value of 0.002 and a t-statistic of 3.089. All hypotheses in this study are accepted.

Table 4. Indirect Effect Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Employee Well-Being -> Work-life balance-based tri hita karana -> employee performance	0.133	0.137	0.048	2.745	0.006
Work motivation -> Work-life balance-based tri hita karana -> Employee performance	0.063	0.064	0.024	2.582	0.010

Source: Primary data processed, 2024

The analysis results show that work-life balance based on Tri Hita Karana acts as a mediator in the effect of employee well-being and work motivation on employee performance. Employee well-being has a significant impact on employee performance through work-life balance with a p-value of 0.006 and a t-statistic of 2.745, while work motivation also has a significant impact on employee performance through work-life balance with a p-value of 0.010 and a t-statistic of 2.582. Both hypotheses are accepted, indicating that work-life balance based on Tri Hita Karana plays an important role as a mediator in these relationships.

The Effect of Work Motivation on Employee Performance

“Based on the data analysis results, it was found that work motivation has a positive effect on employee performance. This is evidenced by the analysis results, which show a p-value of 0.018 for the work motivation variable in relation to employee performance, compared to the significance level of 0.05. Since the p-value < significance level ($0.018 < 0.05$) with a beta value of 0.138 and a t-statistic value of 2.371, which is compared with the t-table value of 1.96, and since the t-statistic value > t-table value ($2.371 > 1.96$), it can be concluded that work motivation positively influences employee performance. Therefore, the hypothesis is accepted. This means that the higher the work motivation, the higher the employee performance will be. Conversely, the lower the work motivation, the lower the employee performance will be.

The influence of work motivation on employee performance has been a focal point of research and human resource management attention for many years. Motivated employees tend to work harder and more efficiently. The drive to achieve their personal or organizational goals encourages them to produce more in the same amount of time, or even less. This translates to higher output for the company. High work motivation is often correlated with better work quality. Motivated employees have a strong desire to perform their jobs well and meet or exceed the established quality standards. Employees who feel motivated are more likely to be engaged in their work. They are more enthusiastic about completing their tasks, more active in contributing to their teams, and more focused on achieving the organization's goals.”

The results of this study are in line with the findings of Hasan *et al.*, (2020) menunjukkan bahwa motivasi kerja berpengaruh positif terhadap kinerja karyawan. which show that work motivation has a positive impact on employee performance. This is consistent with the research conducted by Liaquat *et al.*, (2023) which states that the higher the work motivation, the higher the employee performance.

The Influence of Employee Well-being on Employee Performance

Based on the analysis results, it was found that employee well-being has a positive effect on employee performance. This is evidenced by the analysis showing a p-value of 0.000 for the employee well-being variable concerning employee performance, which is compared with a significance level of 0.05. Since the p-value < significance ($0.000 < 0.05$) with a beta value of 0.588 and a t-statistic of 9.410, which is compared with a t-table value of 1.96, and since the t-statistic > t-value ($9.410 > 1.96$), it can be concluded that employee well-being positively affects employee performance. Therefore, the hypothesis is accepted. This means that the higher the employee well-being, the higher the employee performance will be. Conversely, the lower the employee well-being, the lower the employee performance will be.

One important aspect of Human Resource Management (HRM) is attention to employee well-being. Employee well-being directly impacts their motivation and engagement at work. Employees who feel happy, healthy, and have a work-life balance tend to be more motivated and engaged in their tasks. This can lead to increased productivity and overall quality of work.

Employee well-being is also closely related to both their mental and physical health. Organizations that care for the well-being of their employees are more likely to create a supportive work environment, reduce stress, and provide resources to address mental health issues. Employees who feel supported in this regard will be better able to concentrate and perform well at work. The concept of work-life balance is an integral part of employee well-being. Organizations that promote a balance between employees' work and personal life will benefit from increased employee loyalty, lower absenteeism, and improved performance. Employees who have time for family, hobbies, and activities outside of work tend to be happier and more productive.

The results of this study align with the research conducted by Wu *et al.*, (2023) which

shows that employee well-being is one of the factors that can enhance employee performance within a company. Other studies conducted by Dick & Rosenberg (2023); Fey *et al.*, (2022) also indicate that employee well-being is a condition where employees experience both inner and outer peace, which leads to improved performance.

The Impact of Work-Life Balance-Based Tri Hita Karana on Employee Performance

The results of the data analysis show that work-life balance based on Tri Hita Karana has a positive effect on employee performance. This is evidenced by the analysis results, which show that the p-value for the work-life balance variable based on Tri Hita Karana against employee performance is 0.002, compared to the significance level of 0.05. Since the p-value < significance (0.002 < 0.05) with a beta value of 0.218 and a t-statistic of 3.089, which is compared to the t-table value of 1.96, it can be concluded that work-life balance based on Tri Hita Karana positively affects employee performance. Therefore, the hypothesis is accepted. This means that the higher the work-life balance based on Tri Hita Karana, the better the employee performance. Conversely, if the work-life balance based on Tri Hita Karana is lower, employee performance will decline.

The impact of work-life balance based on Tri Hita Karana on employee performance can be analyzed through the lens of Human Resource Management (HRM) theory. Tri Hita Karana is a life philosophy from Bali that emphasizes balance between relationships with God, fellow humans, and the environment. Work-life balance achieved through the implementation of Tri Hita Karana can enhance employee motivation. When employees feel balanced between their work and personal life, they tend to be more enthusiastic and dedicated in performing their tasks at work. This high motivation can lead to better overall performance. Good work-life balance can reduce stress levels experienced by employees. When employees are able to manage their time and energy equally between work and personal life, they tend to have a higher level of well-being. This reduction in stress is likely to improve employee performance, as they can focus and concentrate better.

Work-life balance gained through the application of Tri Hita Karana principles can also enhance employee commitment to the organization. When an organization takes into account the balance of employees' spiritual, social, and environmental needs, employees tend to feel valued and more connected to the organization. This high commitment can lead to increased performance, as employees will be more motivated to achieve organizational goals.

The results of this study are in line with the research conducted by Laguía *et al.*, (2024) which shows that work-life balance has a positive effect on employee performance. Similar findings are also presented by Luqman *et al.*, (2021) which indicate that work-life balance positively influences employee performance.

The effect of work motivation on work-life balance based on Tri Hita Karana

Based on the data analysis results, work motivation has a positive effect on work-life balance based on Tri Hita Karana. This is supported by the analysis showing a p-value for the work motivation variable against work-life balance based on Tri Hita Karana of 0.000, which is compared with a significance level of 0.05. Since the p-value < significance level (0.000 < 0.05) with a beta value of 0.288 and a t-statistic value of 4.385, which is compared with the t-table value of 1.96, it can be concluded that work motivation has a positive effect on work-life balance based on Tri Hita Karana. Thus, the hypothesis is accepted. This means that the higher the work motivation, the higher the work-life balance based on Tri Hita Karana will be. Conversely, the lower the work motivation, the lower the work-life balance based on Tri Hita Karana will be.

The Tri Hita Karana concept is a life philosophy in Balinese culture that emphasizes balance and harmony between three important aspects: the relationship between humans and God, the relationship between humans and other humans, and the relationship between

humans and nature or the environment. High work motivation can help employees achieve a better balance between work and personal life. By feeling motivated and satisfied with their work, employees can allocate sufficient time and energy to various aspects of their lives, including family, health, and recreation. The Tri Hita Karana concept emphasizes the importance of the relationship between humans and God or the spiritual dimension. Work motivation integrated with spiritual values can help employees find meaning and purpose in their work, allowing them to feel more spiritually balanced, even while busy with work tasks.

High work motivation can create a harmonious and supportive work environment, which in turn strengthens relationships between employees, coworkers, and management. This good relationship can help reduce stress in the workplace and create a more positive work atmosphere. The Tri Hita Karana concept also emphasizes the importance of maintaining balance with nature and the environment. Work motivation that integrates these values can encourage employees to adopt environmentally friendly and responsible work practices, as well as to pay attention to the impact of their work on the environment.

The results of this study are in line with the research conducted by Hasi *et al.*, (2020) which shows that high motivation can lead to achieving good work-life balance. Another study by Hasan *et al.*, (2020) also explains that the higher the work motivation, the easier it is to achieve work-life balance.

The effect of employee well-being on work-life balance based on Tri Hita Karana

Based on the data analysis, the results indicate that employee well-being has a positive effect on work-life balance based on Tri Hita Karana. This is supported by the analysis showing a p-value for the employee well-being variable against work-life balance based on Tri Hita Karana of 0.000, compared to the significance level of 0.05. Since the p-value < significance level ($0.000 < 0.05$) with a beta value of 0.608 and a t-statistic value of 9.669, which is compared with the t-table value of 1.96, it can be concluded that employee well-being has a positive effect on work-life balance based on Tri Hita Karana. Thus, the hypothesis is accepted. This means that the higher the employee well-being, the higher the work-life balance based on Tri Hita Karana will be. Conversely, as employee well-being decreases, the work-life balance based on Tri Hita Karana will also decrease.

The effect of employee well-being on work-life balance based on Tri Hita Karana can be explained through the lens of Human Resource Management (HRM) theory. Tri Hita Karana is a philosophical concept from Bali that refers to the balance between human relations with God, fellow humans, and nature. When applied in the HRM context, this concept can help create a work environment that supports employee well-being and balances work and personal life. Employee well-being can be improved by recognizing their spiritual needs at the workplace. Facilities such as meditation rooms or policies supporting spiritual practices can help employees feel more mentally and emotionally balanced.

By integrating the concept of Tri Hita Karana into HRM practices, organizations can create a more sustainable work environment that supports employee well-being and facilitates a healthy balance between work and personal life. This, in turn, can enhance productivity, job satisfaction, and employee loyalty.

The results of this study are consistent with the research conducted by Hasan *et al.*, (2020) which shows that employee well-being has a positive effect on work-life balance. Other studies, such as those by Gülmез *et al.*, (2024) also show that employee well-being positively influences work-life balance.

The role of work-life balance based on Tri Hita Karana in mediating the effect of work motivation on employee performance

Based on the data analysis, the results show that work motivation influences

employee performance with work-life balance based on Tri Hita Karana acting as a mediator. This is supported by the analysis showing a p-value for the work motivation variable on employee performance through work-life balance based on Tri Hita Karana of 0.010, compared to the significance level of 0.05. Since the p-value < significance level ($0.010 < 0.05$) with a beta value of 0.063 and a t-statistic value of 2.582, which is compared with the t-table value of 1.96, it can be concluded that work motivation affects employee performance with work-life balance based on Tri Hita Karana as a mediator. Thus, the hypothesis is accepted. This means that the presence of work-life balance based on Tri Hita Karana influences the effect of work motivation on employee performance.

Work-life balance based on Tri Hita Karana emphasizes the importance of maintaining a balance between work, personal life, social relationships, and spiritual well-being. By maintaining this balance, employees can feel more satisfied with their overall life, which can enhance their work motivation. The concept of Tri Hita Karana highlights the importance of spiritual well-being and the relationship with God. By practicing these spiritual values in their daily lives, employees can find meaning and purpose in their work, which in turn can increase their motivation to perform better.

The results of this study are consistent with research conducted by Ermiana *et al.*, (2023) which explains that Tri Hita Karana is a meta-synthesis that leads individuals to experience harmony and balance in their lives. Additionally, Wanadjaja & Samputra (2021) explain that the concept of Tri Hita Karana can lead to sustainable development.

The role of work-life balance based on Tri Hita Karana in mediating the effect of employee well-being on employee performance

Based on the data analysis, the results show that employee well-being influences employee performance with work-life balance based on Tri Hita Karana acting as a mediator. This is supported by the analysis showing a p-value for the employee well-being variable on employee performance through work-life balance based on Tri Hita Karana of 0.006, compared to the significance level of 0.05. Since the p-value < significance level ($0.006 < 0.05$) with a beta value of 0.133 and a t-statistic value of 2.745, which is compared with the t-table value of 1.96, it can be concluded that employee well-being affects employee performance with work-life balance based on Tri Hita Karana as a mediator. Thus, the hypothesis is accepted. This means that the presence of work-life balance based on Tri Hita Karana influences the effect of employee well-being on employee performance.

Work-life balance is a concept in which individuals successfully allocate their time and energy in a balanced way between their work and personal life. The goal of work-life balance is to ensure that work does not take over someone's entire life, allowing them to tend to their personal, family, and social needs. The philosophical concept from Bali, which includes three main aspects of life—relationship with God, relationship between humans, and relationship with nature—serves as a foundation for achieving balance in life, paying attention to spiritual, social, and environmental well-being. In this context, Tri Hita Karana can be interpreted as the foundation for achieving balance in life, emphasizing spiritual, social, and environmental well-being.

The role of work-life balance based on Tri Hita Karana in linking employee well-being with employee performance can be explained using the Human Resource Management (HRM) theory. Research like this can provide a better understanding of how factors such as work-life balance, employee well-being, and specific cultural philosophies can influence organizational performance and success.

The findings of this study align with research conducted by Ermiana *et al.*, (2023) which explains that Tri Hita Karana is a meta-synthesis that enables individuals to experience harmony and balance in their lives. Additionally, Wanadjaja & Samputra (2021) explain that the concept of Tri Hita Karana can lead to sustainable development.

Conclusion

The conclusions of this study are as follows: (1) Work motivation and employee well-being have a positive impact on employee performance; (2) Work-life balance based on Tri Hita Karana has a positive impact on employee performance; (3) Work motivation and employee well-being positively influence work-life balance based on Tri Hita Karana; (4) Work-life balance based on Tri Hita Karana mediates the effect of work motivation and employee well-being on employee performance. For future research, it is recommended to expand the sample by involving more companies or branches in various regions to increase the generalizability of the findings. The study could also explore other variables that may affect employee performance, such as organizational or work environment factors. Additionally, using qualitative or mixed methods research could provide deeper insights into the impact of work motivation, employee well-being, and work-life balance on employee performance, as well as help understand more complex dynamics in different contexts.

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