WHEN SUPPORT MATTERS: MODERATING EFFECTS OF PERCEIVED ORGANIZATIONAL SUPPORT ON WORK-LIFE BALANCE, JOB ENVIRONMENT, AND PERFORMANCE

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Abstract – This study investigates the influence of work-life balance and the workplace environment on job performance, with perceived organizational support (POS) acting as a moderating variable. The study addresses a research gap by focusing on staff members at locally branded five-star hotels in Jakarta. It integrates these variables into a single model within a local organizational framework. A quantitative approach was employed using a standardized online questionnaire. Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed to analyze the data, and bootstrapping was utilized for moderation analysis. The findings indicate that the job environment and work-life balance have a significant impact on job performance. Furthermore, the association between work environment and job performance is strongly moderated by POS, but not between work-life balance and job performance. These findings suggest that organizational support has a contextual influence and is more effective at improving job performance through working conditions than through personal balance variables. The study contributes to the literature by exploring how internal and perceived external factors influence employee performance, particularly within locally branded hotel settings.

Keywords: job environment, job performance, perceived organizational support, work-life balance, hotel industry

The hospitality industry is crucial for Indonesia's economic growth (Syah et al., 2023). This industry generally provides quality services to meet customer needs and expectations (Marlina & Hidayati, 2023). The growth and competition in the Indonesian hotel industry make it difficult for companies and their employees to maintain their performance levels (Anthonius, 2021). Performance is a key factor in determining the success of an organization (Hariandja & Vincent, 2022; Kurniawan & Sarwono, 2021). Employee performance can be significantly impacted by the level of comfort at work (Violita, 2020), which includes physical aspects such as a clean and organized work environment and psychological factors such as harmonious relationships with coworkers, role certainty, and support from superiors (Moh. Filzan Al-Mustajidi et al., 2025). When employees feel emotionally and physically comfortable, they tend to be more focused, motivated, and satisfied with their jobs, which ultimately positively impacts productivity and the quality of work results (Ramadhanty & Muafi, 2023).

The characteristics of work in hotels are shaped by the unique nature of the hospitality industry, which is labor-intensive, service-oriented, and demands consistently high-quality performance (Nuevo, 2023). Working in this sector presents specific challenges that can significantly affect employee performance. Common issues include relatively low wages compared to workload, long and irregular working hours, and frequent shift rotations, often including weekends and public holidays (Rihayana et al., 2023). These demanding conditions are further exacerbated by poor work-life balance, resulting in increased stress and decreased employee motivation (Noviadi et al., 2024). If not adequately addressed by management, this combination of factors can ultimately result in a decline in individual productivity and

overall organizational performance (Ni Made Ari Kusuma Dewi et al., 2024). Based on the introduction above, this study aims to analyze and understand how the job environment, work-life balance, and perceived organizational support influence employee performance in the hospitality industry. Understanding the factors that drive or hinder performance in a labor-intensive, service-oriented sector such as hotels is crucial for maintaining organizational sustainability and competitiveness. This study also aims to provide an empirical overview of the role of management in creating supportive working conditions that keep employees motivated, productive, and consistently delivering quality service.

LITERATURE REVIEW
Job Performance
Job performance is a key factor in determining operational success in the hospitality industry (Linda et al., 2024). As a sector that relies heavily on direct interaction between employees and guests, the quality of service provided is a key indicator of business success (Sheta & Catur Afriasih, 2023). Therefore, employees must possess technical competence and interpersonal skills and consistently deliver satisfactory professional service (Kumar, 2024). In practice, employee performance in the hotel industry is influenced by various factors, ranging from high workloads and irregular working hours to the demands of high service standards (Harjanti, 2019). Therefore, understanding and managing the factors influencing performance is crucial for maintaining service quality and competitive advantage in the hospitality sector (Kristiana et al., 2025).

Work-life balance
Work-life balance is the capacity of an individual to manage work demands alongside personal life priorities (Tahniah et al., 2024). Maintaining a work-life balance is a challenge for those working in the hospitality industry, as work and family life often clash (Sajnani & Gupta, 2021). Appreciating and understanding the importance of work-life balance is crucial in the hospitality industry, as service quality in this sector relies heavily on employees' knowledge, skills, and overall well-being. (Rondonuwu et al., 2018). Work-life balance offers numerous benefits for both employers and employees. For businesses, it reduces turnover rates, enhances customer satisfaction, boosts employee performance and loyalty, increases productivity, and decreases absenteeism. Employees benefit from enhanced control over their workplace, a stronger sense of job security, lower stress levels, improved physical and mental health, and increased job satisfaction (Lestari, 2024). A lack of work-life balance impacts performance on both sides, but when role conflict is minimized, it can be achieved (Amrita Hari. A et al., 2022).

Job environment
The job environment is a crucial factor influencing employee performance in the hotel industry (Paparang et al., 2020). This aspect includes physical conditions such as workplace comfort and safety, and psychological factors such as relationships between coworkers, work culture, and managerial support (Lahap, 2022). A positive job environment can significantly enhance employee motivation, productivity, and engagement (Januari et al., 2024). Conversely, a non-conducive job environment can lower morale and negatively impact performance (Khafid & Khoirunisa, 2025). Therefore, creating a conducive job environment is a strategic step toward improving employee performance (Menes & Haguisan III, 2020).

Perceived organizational support
Perceived organizational support (POS) denotes the extent to which employees believe they receive support from their employer and the organization's commitment to their well-being and contributions (LI, 2023). In the hospitality industry, which demands intensive work and excellent service, organizational support is crucial in boosting employee motivation and loyalty (Mahmoud et al., 2023). Employees who feel supported tend to be more engaged and motivated and perform better (Putri et al., 2023). Therefore, creating a supportive job environment is a key strategy for boosting productivity in the hospitality sector (Aryaningtyas, 2022).

Job performance is essential for maintaining service quality and customer satisfaction in the hospitality industry. Based on theoretical studies and previous empirical findings, several key factors are believed to influence job performance, including the job environment, work-life balance, and perceived organizational support. Accordingly, the conceptual framework illustrates how the job environment, work-

life balance, and perceived organizational support simultaneously and partially influence employee performance in the hospitality industry. The framework of this research is presented in Figure 1 below:
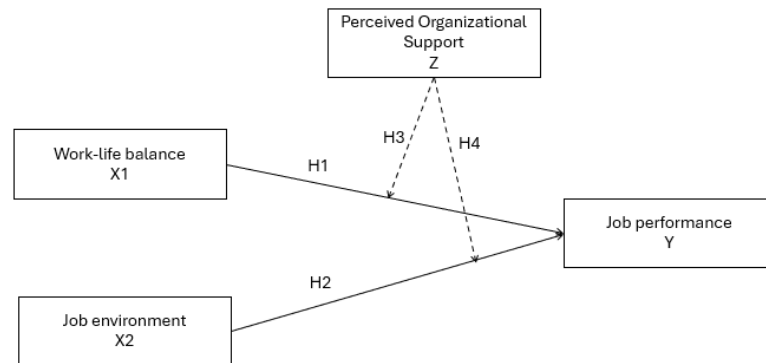

Figure 1. Conceptual Framework
Source: Author 2025

Based on the conceptual framework developed, this study proposes several hypotheses to investigate the impact of job environment, work-life balance, and perceived organizational support on employee performance in the hospitality industry. The research hypotheses are:

H1: Work-life balance influences hotel employee performance.

H2: Job environment influences hotel employee performance.

H3: Perceived organizational support moderates work-life balance influence on hotel employee performance.

H4: Perceived organizational support moderates job environment influences on hotel employee performance.

METHODS
Sample and Procedure
This study employed a quantitative approach with purposive sampling to target employees of a locally branded five-star hotel in Jakarta, specifically those who are competitive with global chains and have over 20 years of operational experience. Data were collected through an online questionnaire of demographic and job-related sections, focusing on job performance, work-life balance, job environment, and perceived organizational support. The sample included 283 valid responses from full-time employees aged 25–50 with a minimum of two years of service, ensuring sufficient exposure to hotel operations and consistency in job roles. Data were analyzed using Structural Equation Modeling (SEM) with SmartPLS software to assess the validity and reliability of the model.

Measurement Scale
The questionnaire included job performance, job environment, work-life balance, and perceived organizational support. Responses were recorded using a 5-point Likert scale. The survey design included only reliable items from each category. This study included 19 measurement items, based on Hair et al., (2017), who recommend a sample size of at least 5–10 times the number of indicators. This strategy adheres to best practices for data collection and study design while ensuring the reliability of the survey methodology.

The statements in this study were compiled through adaptations and modifications from relevant previous studies. The instrument for measuring work-life balance was adapted and modified from Ida Bagus Ketut Surya & Riana (2023), adjusted to fit the context and needs of the current study. The job environment measurement also used the same tool as Lahap (2022) The study was modified and translated into Indonesian to better suit local respondents. Similarly, the instrument for measuring perceived organizational support was adapted and translated into Indonesian from Li (2023) To ensure its suitability for the organizational context in this study. Meanwhile, statements used to measure job

performance were drawn from previous research conducted by Han et al. (2022) and subsequently adapted into Indonesian to align with the objectives and characteristics of respondents in this study.

RESULTS and DISCUSSION
Result

SmartPLS software was used to assess the validity and reliability of the measurement model in this study. Table 1 presents the evaluation results using several indicators, including Composite Reliability (CR) and Cronbach's Alpha, to assess the internal reliability of the collected data. All constructs in the model demonstrated CR and Cronbach's Alpha values above the minimum accepted threshold of 0.7, indicating adequate and satisfactory internal reliability. Furthermore, the Average Variance Extracted (AVE) value for each construct also met the minimum criterion of 0.5, as Hair et al. (2017) Recommended, thus supporting the convergent validity of the tested constructs.

However, three indicators had factor loadings below the threshold of 0.7, indicating a weak contribution to the construct. Therefore, these indicators were removed from the model and excluded from further analysis. Specifically, the three removed indicators were X2.1, X2.2, and Z1, as they did not meet the requirements for convergent validity loadings.

Table 1 below presents the results of SmartPLS testing, indicating that all variables have a loading factor value above 0.7, thus meeting the reliability and validity criteria. The Work-Life Balance variable has a CR of 0.889 and an AVE of 0.667; Job Environment shows a CR of 0.892 and an AVE of 0.733; Perceived Organizational Support has a CR of 0.923 and an AVE of 0.706; and Job Performance has a CR of 0.888 and an AVE of 0.664. The Cronbach's Alpha values for all constructs are also above 0.8, indicating strong internal reliability. These results confirm that all constructs are appropriate for structural model analysis.

Thus, the first stage in the Structural Equation Modeling (SEM) analysis successfully showed that the measurement model used had met the validity and reliability criteria, allowing for the next stage, namely, the assessment and analysis of the structural model.

Table 1. Measurement Model

Variables	Items	Loadings	Cronbach's Alpha	CR	AVE
Work-life Balance	X1.1	0.754	0.835	0.889	0.667
	X1.2	0.850			
	X1.3	0.837			
	X1.4	0.823			
Job Environment	X2.3	0.862	0.817	0.892	0.733
	X2.4	0.833			
	X2.5	0.872			
Perceived Organizational Support	Z2	0.863	0.896	0.923	0.706
	Z3	0.850			
	Z4	0.823			
	Z5	0.803			
	Z6	0.861			
Job Performance	Y1	0.812	0.832	0.888	0.664
	Y2	0.828			
	Y3	0.831			
	Y4	0.789			

Source: Author, 2025

The next step was the Fornell-Larcker criterion analysis test, which showed that the square root of the AVE value for each construct was greater than its correlation with other constructs. This result indicates that each variable has good discriminant validity, as each construct correlates more strongly with its indicators than with other model constructs.

Table 2. Fornell-Larcker Criterion

	Moderating 1	Moderating 2	X2	Y	Z	X1
Moderating 1	1.000					
Moderating 2	0.805	1.000				
X2	-0.331	-0.483	0.856			
Y	-0.320	-0.467	0.766	0.815		
Z	-0.075	-0.145	0.524	0.629	0.840	
X1	-0.271	-0.294	0.524	0.589	0.532	0.817

Source: Author, 2025

Based on Table 2, the results of the Fornell-Larcker criterion analysis show that each construct has a higher square root of the Average Variance Extracted (AVE) value than the correlation between the other constructs. The result indicates that all variables in the model meet the discriminant validity criteria.

Next, we calculated the coefficient of determination test. The results of the coefficient of determination test indicate that this research model has strong explanatory power ($R^2 = 0.696$). This proves that the combination of work-life balance, job environment, and perceived organizational support is a significant factor influencing hotel employee performance. The results are presented in Table 3:

Table 3. Coefficient of Determination (R^2)

	R Square	R Square Adjusted
Job Performance_(Y)	0.696	0.691

Source: Author, 2025

The analysis results show that the R-squared value is 0.696 and the adjusted R-squared value is 0.691. This value indicates that 69.6% of the variation in hotel employee performance (Job Performance) can be explained by a combination of work-life balance, job environment, and the moderating effect of perceived organizational support. Meanwhile, the remaining 30.4% is influenced by other variables outside the scope of this research model, such as work motivation, leadership style, or employee personal factors.

The relatively small difference between R-squared and Adjusted R-squared (0.005) indicates that the regression model used is quite good and does not exhibit overfitting, so the analysis results can be considered stable and reliable. Thus, this model can explain most of the variation in employee performance through the variables studied.

Furthermore, after calculating the coefficient of determination, we proceed with calculating F-squared (f^2), also known as the effect size, to illustrate the extent to which an independent variable influences the dependent variable in the research model. The results are presented in Table 4.

Table 4. f^2

	Job Performance_(Y)
Moderating 1	0.005
Moderating 2	0.045
Job Environment_(X2)	0.349
Perceived Organisational Support_(X3)	0.160
Work-life balance_(X1)	0.049

Source: Author, 2025

Overall, the f-square test results indicate that the Job Environment variable has the most significant influence on Job Performance, followed by Perceived Organizational Support and Work-Life Balance. The moderating effect of Perceived Organizational Support on both main relationships (moderation one and moderation two) is relatively small, but still indicates a positive trend towards improving hotel employee performance.

Furthermore, Figure 2 illustrates the strength of the influence between constructs, as indicated by the path coefficients. The theory underlying the research model determines the direction and sign of these coefficients. A bootstrapping procedure, a resampling technique that repeatedly samples the original data to calculate the t-statistic (critical ratio), is used to test the significance of the path coefficients.

Through bootstrapping analysis, the path coefficients are tested using a t-test to determine whether the relationship between variables is statistically significant. If the t-test results indicate significance, it can be concluded that the identified relationship is not due to chance but rather reflects genuine associations between the variables in the model.
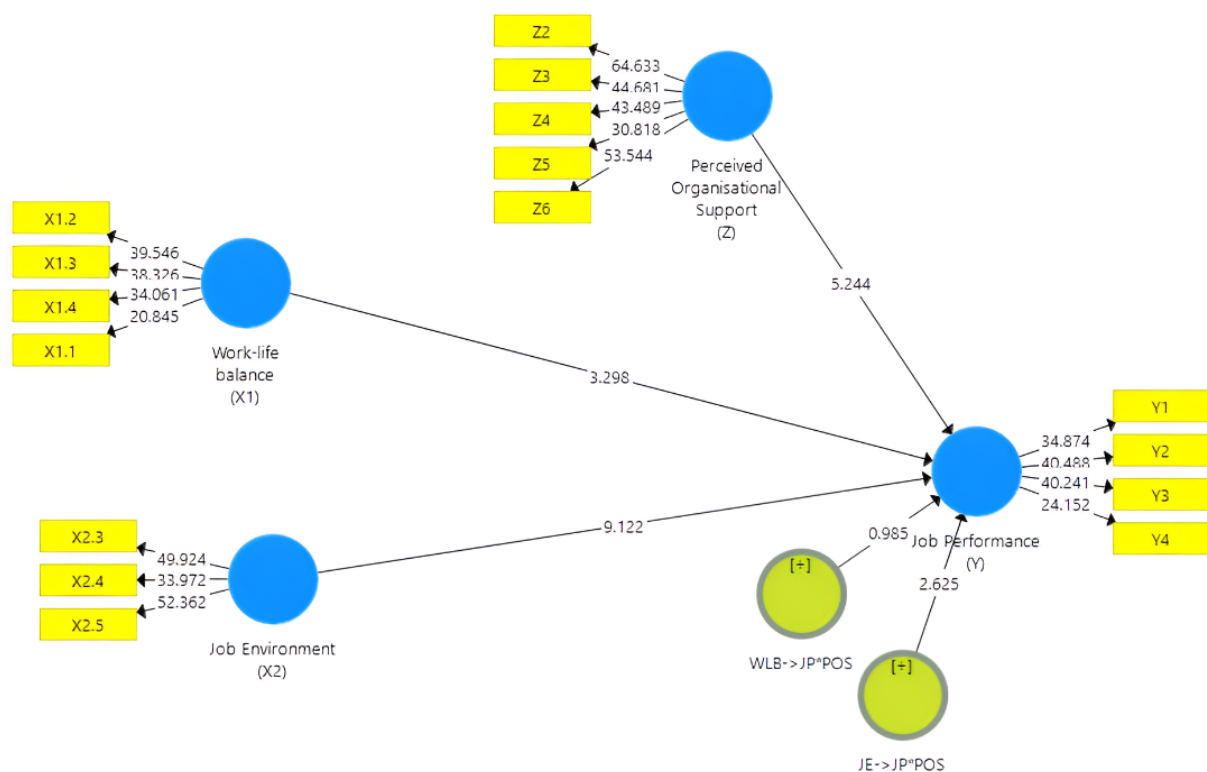

Figure 2. Bootstrapping
Source: Author, 2025

The following are the results of the hypothesis analysis calculations, as shown in Table 5. Based on the results of hypothesis testing using bootstrapping analysis, several key findings emerged regarding the relationship between variables. First, Work-Life Balance (X1) has a significant direct effect on Job Performance (Y) with a t-statistic of 3.381 and a p-value of 0.001, indicating that the relationship is significant at the 95% confidence level. Based on these results, H1 is supported.

Furthermore, Job Environment (X2) also has a very significant direct effect on Job Performance (Y) (t-statistic = 9.243, p-value = 0.000), supporting H2. Meanwhile, the moderating effect of Perceived Organizational Support on the relationship between Work-Life Balance (X1) and Job Performance (Y) is insignificant, with a t-statistic of only 0.997 and a p-value of 0.319. Based on these results, H3 is not supported. Conversely, the moderating effect of Perceived Organizational Support on the relationship

between Job environment (X2) and Job Performance (Y) was significant (t-statistic = 2.901, p-value = 0.004), indicating that organizational support strengthens the influence of the job environment on job performance. Thus, H4 is supported.

In conclusion, the results of hypothesis testing show that three out of four hypotheses are statistically supported. The only exception is that Perceived Organizational Support does not moderate the relationship between Work-Life Balance and Job Performance.

Table 5. Path Analysis

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Result
Work-life balance_(X1)> Job Performance*Perceived Organisational Support_(Y)	0.052	0.052	0.997	**0.319**	**Rejected**
Job Environment__(X2)> Job Performance*Perceived Organisational Support_(Y)	-0.152	0.052	2.901	**0.004**	**Supported**
Job Environment_(X2) -> Job Performance_(Y)	0.455	0.049	9.243	**0.000**	**Supported**
Work-life balance_(X1) -> Job Performance_(Y)	0.155	0.046	3.381	**0.001**	**Supported**

Source: Author, 2025

This study aims to analyze and understand how the job environment, work-life balance, and perceived organizational support influence employee performance in the hospitality industry. Based on the results of the hypothesis analysis, several findings regarding the direct and moderating effects of this research model can be discussed. First, Work-Life Balance (X1) was shown to have a significant direct effect on Job Performance (Y) (t-statistic = 3.381, p-value = 0.001), indicating that work-life balance positively contributes to improved employee performance. This finding supports the view that when individuals can manage their time and energy between work and personal life in a balanced manner, they will demonstrate better work performance. This result is in line with previous research conducted by Amrita Hari. A et al., (2022) and Lestari (2024).

Furthermore, Job Environment (X2) also demonstrated a significant direct effect on Job Performance (Y) (t-statistic = 9.243, p-value = 0.000). This confirms that a conducive work environment, both physically and psychosocially, plays a crucial role in boosting employee productivity and effectiveness. This outcome is consistent with earlier studies carried out by Januari et al., 2024 and Khafid & Khoirunisa (2025).

Interestingly, the moderating effect of Perceived Organizational Support (POS) showed different results across the two relationship pathways. In the relationship between Job Environment (X2) and Job Performance (Y), organizational support significantly strengthened the relationship (t-statistic = 2.901, p-value = 0.004). This means that when employees perceive high levels of organizational support, the influence of the job environment on performance is more substantial. This demonstrates the important role of organizational support in creating optimal working conditions.

However, the moderating effect of POS on the relationship between Work-Life Balance (X1) and Job Performance (Y) was not significant (t-statistic = 0.997, p-value = 0.319), leading to the rejection of the hypothesis. This suggests that perceptions of organizational support do not significantly moderate the relationship between work-life balance and performance. Work-life balance is likely an intrinsic factor that is more influenced by personal factors and individual time management and, therefore, less influenced by perceptions of external support from the organization.

Overall, these results underscore the importance of fostering a healthy work environment and enhancing the role of organizational support, particularly in amplifying the impact of the work environment on employee performance.

CONCLUSION

This study concludes that Work-Life Balance and Job Environment significantly influence Job Performance, with Job Environment demonstrating the most decisive influence. Furthermore, Perceived Organizational Support (POS) was shown to act as a moderator, strengthening the relationship between job environment and performance. However, POS did not significantly influence the relationship between work-life balance and performance. This suggests that organizational support is more effective in the work environment than in the context of personal life balance.

Theoretically, this finding advances understanding of POS as a contextual moderator, suggesting that organizational support operates more effectively within work-related domains than in personal-life balance contexts. The study contributes to human resource and hospitality management theory by emphasizing that the impact of organizational support is contingent upon situational factors that influence employees' work experiences. From a managerial perspective, hotel management should focus on cultivating a supportive and enabling job environment and ensuring visible organizational support mechanisms that enhance employees' professional performance. While work-life balance remains important, organizational interventions are best directed toward improving workplace conditions and managerial engagement that directly drive employee outcomes.

The practical implications of these findings suggest that organizations must actively create a conducive job environment and strengthen perceived support for employees, especially in improving performance. Management also needs to recognize that although work-life balance is important, its influence is more individual and may not be significantly influenced by perceptions of the organization. Therefore, organizational interventions should focus on improving the quality of the job environment and tangible support for employees' professional duties.

The study's limitations lie in the online questionnaire-based data collection method, which can introduce subjective perception bias. Furthermore, this study is cross-sectional, so it cannot capture the long-term dynamics between variables. The moderating variable used is also limited to a single construct, namely perceived organizational support. It thus does not encompass other contextual factors that may influence the relationship between the variables.

For future research, it is recommended that similar studies be conducted with a longitudinal approach to capture changes over time. Furthermore, expanding the model by adding mediating variables such as employee engagement or job satisfaction could provide a deeper understanding of the relationship mechanisms. Researchers could also consider exploring the role of organizational culture or leadership style as variables influencing the effectiveness of organizational support on employee performance.

The novelty of this study lies in examining the role of Perceived Organizational Support as a moderating variable in the relationships between Work-Life Balance and Job Environment on Job Performance, specifically in the context of a locally branded five-star hotel in Jakarta. This approach is rarely discussed in a single integrated model, particularly with interactive path analysis using SEM-PLS. The finding that POS significantly moderates the relationship between the job environment and job performance, but not between work-life balance and job performance, offers a new theoretical contribution. It highlights that the effectiveness of organizational support is contextual and may not apply equally across different aspects of employee experience.

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