

The Influence of Work-Life Balance, Employee Engagement, and Organizational Culture on Employee Performance (A Study at Java Heritage Hotel Purwokerto)

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Abstract

Developments in the business world and increasingly dynamic competition require organizations to manage their resources effectively, particularly human resources. Employees play a strategic role in carrying out operations, providing services, and achieving organizational goals. Employee performance stands out as a crucial driver of organizational success in the service sector, given that this sector hinges on direct interaction with consumers. The present study thus sets out to probe how employee performance at Java Heritage Hotel Purwokerto is molded by work-life balance, employee engagement, and organizational culture. Through a survey method, a quantitative approach was adopted. Encompassing all 150 employees at Java Heritage Hotel Purwokerto as the population, the research selected 108 respondents as the analysis sample. A Likert-scale questionnaire served as the basis for data gathering, and the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method with SmartPLS 4 software was utilized to carry out the analysis. Employee engagement and organizational culture, according to the results, positively and significantly affect employee performance. However, work-life balance does not significantly affect employee performance. Such findings imply that within the hospitality industry, strong employee engagement and organizational culture contribute considerably to raising employee performance, whereas work-life balance has no direct impact on performance. These findings are anticipated to support the advancement of human resource management and act as a reference for hotel management in crafting more effective policies.

Keywords: Employee Engagement, Employee Performance, Organizational Culture, Work-life Balance.

1. Introduction

Developments in the business world and increasingly dynamic competition require organizations to manage their resources effectively, particularly human resources. Employees play a strategic role in carrying out operations, providing services, and achieving organizational goals. Such a concern is especially relevant within the service sector, given that it hinges on direct consumer interaction, which renders employee performance a critical factor in shaping an organization's success (Saraswati et al., 2026).

Within Indonesia, tourism is one of the service sectors experiencing growth; this sector possesses substantial potential owing to its role in driving national economic growth. Indonesia's high tourism potential is supported by its rich natural resources, cultural diversity, and unique attractions that are hard to find in other countries. These strengths serve as the



primary foundation for the development of Indonesia's tourism industry, one of which is the hospitality industry (Nasruddin & Rispawati, 2022).

The hospitality industry plays a vital role as a provider of accommodations that support tourists' needs during their travels. Hotels not only provide a place to stay but also offer a variety of services and facilities that enhance tourists' comfort and experience. Therefore, service quality is a key aspect that must be prioritized in the face of competition within the hospitality industry. This service quality is closely related to employees' ability to perform their duties and provide professional service to guests (Mahardika & Syarifah, 2021).

One hotel that is part of the hospitality industry in Banyumas Regency is the Java Heritage Hotel Purwokerto, a four-star hotel located in the heart of Purwokerto City, Central Java, which features a modern service concept blended with local cultural elements. The hotel offers a variety of facilities, such as a ballroom, conference rooms, an international restaurant, and a fitness center, making it a preferred choice for both business and leisure travelers. These facilities position the Java Heritage Hotel Purwokerto as a top accommodation option for travelers on business or leisure trips (Rahmatunnisa et al., 2025).

Java Heritage Hotel Purwokerto, in running its operations, leans not solely on the facilities at its disposal but equally on the quality of the human resources offering direct service to guests. The role of hotel employees is essential, as they are the ones interacting face to face with customers. The hotel's success in providing a positive experience for guests is greatly influenced by the employees' ability to perform their duties, deliver service, and respond to guests' needs and expectations. Thus, employees not only carry out technical tasks but also serve as ambassadors of the guest experience (Rahmatunnisa et al., 2025).

In supporting the operational success of the hotel, employee performance occupies a key position, given that it acts as the primary indicator of task execution effectiveness and the standard of service rendered to guests (Pamungkas & Nugraheni, 2025). For an organization to endure and succeed, employee performance serves an essential purpose, allowing the organization to run optimally and accomplish its intended objectives (Augustine et al., 2022).

Counted among the elements that may influence employee performance is work-life balance. Per Ardiansyah and Surjanti (2020), work-life balance characterizes a company's pursuit of a work system that permits employees to harmonize job obligations with their personal lives. When work-life balance is put into practice, it assists employees in managing their time, energy, and attention across professional and personal domains. Moreover, this balance is able to boost employee engagement through the development of focus, motivation, and a feeling of attachment to the organization. Findings from Arifin and Muharto (2022); Latifah and Nasution (2023); Lukmiati et al. (2020); Murniawati and Achmad (2024); Mutiara et al. (2025); as well as Safitri and Soleh (2022) reveal a beneficial effect of work-life balance on employee performance, whereas investigations by Ardiansyah and Surjanti (2020); Kembuan et al. (2021) as well as Tahu et al. (2026) propose that work-life balance exerts no significant enduring influence.

Alongside work-life balance, employee engagement likewise stands as a factor influencing employee performance. When employee engagement is managed well, it can stimulate employee motivation by supplying sufficient facilities, including a supportive work environment. This enables companies to keep employees who show high performance and who contribute toward fulfilling the organization's vision and mission (Sahlan, 2020). According to Schaufeli and Bakker (2004), a positive and rewarding state that employees feel toward their work is work engagement, distinguished by zeal, commitment, and wholehearted absorption in their tasks. Work engagement plays a crucial role because every employee within an organization or company needs to possess high motivation and enthusiasm in performing

their duties in order to foster a positive work ethic in their workplace (Jayanti, 2022). Different findings are also observed regarding the variable of employee engagement, where studies by Mutiara et al. (2025); Putra and Adriansyah (2022); as well as Safitri and Soleh (2022) indicate a positive influence on employee performance, while studies such as Kapero et al. (2023); Latifah and Nasution (2023); Nikmah and Budiono (2020); alongside Rahmadalena and Asmanita (2020) show non-significant results.

A further factor playing a role is organizational culture. As defined by D. Astuti (2022), acting as a reference for employees when they perform their duties are the values, norms, beliefs, and patterns of behavior that take shape inside an organization, all of which constitute organizational culture. When organizational culture is appropriate, it can foster a work environment that is supportive, reinforce values, and steer employee behavior toward alignment with the organization's goals. In the hospitality industry, organizational culture is crucial because guest service requires consistent behavior, cooperation, discipline, and alignment between employee behavior and hotel service standards (Putri et al., 2024). Similarly, regarding the organizational culture variable, studies by Faridah et al. (2023); Latifah and Nasution (2023); Murniawati and Achmad (2024); together with Mutiara et al. (2025) indicate that organizational culture makes a positive contribution to performance, but other studies, such as those by Andra et al. (2022); Ferdian and Devita (2020); as well as Yunita (2021) report that no substantial lasting influence is produced by organizational culture.

These varying outcomes signal a need for more studies so that a fuller understanding can be reached concerning the factors that influence how these three variables relate to one another in terms of employee performance sustainability. Thus, the conclusion is reached that work-life balance and employee engagement comprise interrelated factors shaping employee performance, as investigated by Irfan et al. (2024). Motivated by this phenomenon, this study sets out to analyze the impact of work-life balance, employee engagement, and organizational culture on employee performance at Java Heritage Hotel Purwokerto.

Through treating organizational culture as a factor shaping employee performance alongside work-life balance and employee engagement, this study enriches the burgeoning scholarship in this domain. Work-life balance mainly concerns employees' capacity to reconcile the pressures of their professional and personal lives, whereas employee engagement denotes the connection and psychological commitment employees feel toward their work. Meanwhile, organizational culture represents the organizational context that shapes shared values, behavioral norms, and expectations regarding how employees carry out their roles. Therefore, the addition of organizational culture is conceptually relevant because employee performance in the hospitality industry is related not only to employees' personal conditions and psychological engagement, but is also influenced by the organizational environment that shapes and sustains service behavior. This perspective is important in the hospitality industry because service consistency requires understanding and application of organizational values in daily interactions with guests. By examining all three factors at once, this study delivers a more integrated perspective on employee performance and contributes empirical evidence from Java Heritage Hotel Purwokerto, where local cultural features are combined with a modern approach to service and management. On this basis, the present study gauges the impact of work-life balance, employee engagement, and organizational culture upon employee performance at Java Heritage Hotel Purwokerto.

2. Literature Review

The primary basis for this research is Social Exchange Theory (SET), introduced by Blau (1964). This theory posits that the connection between an organization and its employees operates on reciprocity, meaning that people tend to show positive behavior when others treat them well. In an organizational context, support such as flexible work policies, a comfortable work environment, and attention to employee well-being can foster positive perceptions, thereby encouraging loyalty and increased work contributions. This concept aligns with studies that describe how social relationships in the workplace are formed through psychological exchanges of rights and obligations between the parties involved (Nurdiyansah et al., 2025).

In the context of this research, a positive employee experience can be formed through work-life balance, employee engagement, and organizational culture. Employee performance serves as a type of contribution offered in return for the conditions employees face. When work-life balance is healthy, employees are encouraged to perform at their best, since it shows that the company is concerned with their well-being. Employees' dedication and interest in the workplace are reflected in employee engagement, which can lead to higher performance and greater contributions. Meanwhile, a positive organizational culture not only reflects the values, norms, and customs that have developed within the organization but also creates a social environment that shapes employee behavior (Hadiyanto & Prasadjaningsih, 2025). When employees feel valued, supported, and part of an organizational environment that aligns with their expectations, a reciprocal relationship is formed that encourages them to make greater contributions through improved performance.

The inclusion of organizational culture in this study offers new insights compared to previous research because it not only examines social exchange from the perspective of employees' individual experiences through work-life balance and employee engagement but also considers how organizational values and the organizational environment can influence employee behavior and performance. Meanwhile, when organizational culture is positive, it nurtures a work environment that is supportive and that encourages staff members to demonstrate behaviors and deliver work consistent with the company's goals. Consequently, employee performance can be influenced by the relationship linking work-life balance, employee engagement, and organizational culture, a phenomenon amenable to explanation through Social Exchange Theory (A. K. Astuti & Respati, 2020; Bella et al., 2025).

2.1. Employee Performance

For an organization to remain sustainable and successful, employee performance serves a critical function, allowing it to operate optimally and reach its intended objectives (Augustine et al., 2022).

2.2. Work-Life Balance

Ardiansyah and Surjanti (2020) describing work-life balance as the attempts made by a company to design a work system in which employees are capable of balancing their job duties alongside their personal lives is the term work-life balance.

2.3. Employee Engagement

Proper handling of employee engagement can heighten employee morale by supplying adequate facilities, a conducive work environment included. By doing so, companies are able to keep employees with strong performance who contribute to realizing the organization's vision and mission (Sahlan, 2020).

2.4. Organizational Culture

D. Astuti (2022) states that an appropriate organizational culture is capable of building a supportive work environment, strengthening values, and steering employee behavior to be in line with the organization's goals.

2.5. Research Hypothesis

2.5.1. The Impact of Work-Life Balance on Employee Performance

Work-life balance describes a situation in which an individual is able to harmoniously balance their personal life with the demands of their job, so that professional needs can be met without neglecting other important aspects such as family, rest time, or personal activities (Aisyah et al., 2023). From the perspective of Social Exchange Theory (SET), work-life balance is viewed as a manifestation of organizational concern for employee well-being. Employees who perceive that the organization helps them maintain a balance between work and personal life tend to reciprocate with positive attitudes and contributions at work. The more work-life balance employees experience, therefore, the more optimal their performance will be in finishing tasks and reaching work targets. Such a finding concurs with studies conducted by Latifah and Nasution (2023); Lukmiati et al. (2020); Murniawati and Achmad (2024); Mutiara et al. (2025); Rori et al. (2024); Safitri and Soleh (2022); as well as Sari et al. (2025), all of which reveal that employee performance is positively and significantly affected by work-life balance.

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

2.5.2. The Impact of Employee Engagement on Employee Performance

Employee engagement occupies a pivotal position in augmenting employee performance. Elevated levels of motivation and commitment toward the organization are characteristically displayed by employees who perceive a sense of connection and immerse themselves wholeheartedly in their work. They also strive to perform at their best and demonstrate dedication in completing their tasks. Thus, higher levels of employee engagement indicate that employee performance will also be more optimal (Wicaksono & Rahmawati, 2020). According to Social Exchange Theory (SET), when employees feel valued, supported, and have a positive relationship with the organization, they tend to reciprocate through greater engagement and contribution. Such engagement is capable of motivating employees to exert their best effort, thereby enhancing performance in the attainment of work goals. This finding corresponds with studies by Aldira et al. (2023); Firdausi and Wajdi (2024); Mutiara et al. (2025); alongside Safitri and Soleh (2022) showing that employee engagement has a positive and significant effect on employee performance.

H2: Employee engagement has a positive and significant effect on employee performance

2.5.3. The Impact of Organizational Culture on Employee Performance

A paramount factor that can elevate employee performance is organizational culture. When an organizational culture aligns with and fortifies the values held by employees, it can assist in realizing organizational goals and furnish employees with prospects and impetus to advance and mature within the organization (Febriani & Ramli, 2023). According to Social Exchange Theory (SET), a positive organizational culture creates a work environment that fosters a sense of comfort, support, and positive relationships among employees. In return, employees tend to exhibit positive behavior through greater responsibility, cooperation, and contributions to the organization. Thus, the more positive and robust the organizational culture is, the better employees' performance will be in carrying out their duties and achieving their work targets. This is consistent with studies by Hendri and Kirana (2021); Latifah and

Nasution (2023); Mukmin and Prasetyo (2021); Murniawati and Achmad (2024); as well as Mutiara et al. (2025), which show that organizational culture has a positive effect on employee performance.

H3: Organizational culture has a positive and significant effect on employee performance

3. Methods

The present study was carried out at the Java Heritage Hotel Purwokerto, which is located on Jalan Dr. Angka, Purwokerto. A quantitative survey method was utilized, with a questionnaire serving as the research instrument, and a purposive sampling approach was applied as part of the non-probability sampling method (N. Putra & Lisnawati, 2012). This study's population comprised every employee of the Java Heritage Hotel Purwokerto, totaling 150 people as recorded. The sample size was determined based on Roscoe's guidelines (Sugiyono, 2022), which state that the minimum sample size should range from 30 to 500 respondents. Based on the three independent variables under study, the minimum required sample size is $4 \times 10 = 40$ respondents. The sample comprised 108 participants who fulfilled the necessary conditions, namely employment at Java Heritage Hotel Purwokerto with a work period ranging from a minimum of 6 months to over 3 years. For the purpose of data analysis, the PLS-SEM (Partial Least Squares Structural Equation Modeling) method was utilized, with SmartPLS 4 software functioning as the analytical instrument. This investigation sought to determine the impact exerted by work-life balance, employee engagement, and organizational culture on employee performance at Java Heritage Hotel Purwokerto.

4. Results and Discussion

4.1. Research Results

Table 1. Respondent Characteristics

Characteristics	Category	Amount	Percentage (%)
Gender	Male	84	77.80%
	Female	24	22.20%
Total		108	100%
Length of service	6 months	15	13.90%
	1 - 3 Year(s)	29	26.90%
	> 3 Years	64	59.30%
Total		108	100%

Source: SmartPLS data analysis results, 2026

As presented in Table 1, out of the 108 study participants, the majority were male, totaling 84 people (77.80%), whereas 24 were female (22.20%). In terms of length of service, more than 3 years of employment had been accumulated by the majority of respondents, namely 64 people (59.30%), indicating that relatively extensive work experience was held by most respondents.

Figure 1 displays the outer model employed to assess the reliability and construct validity of the research constructs.

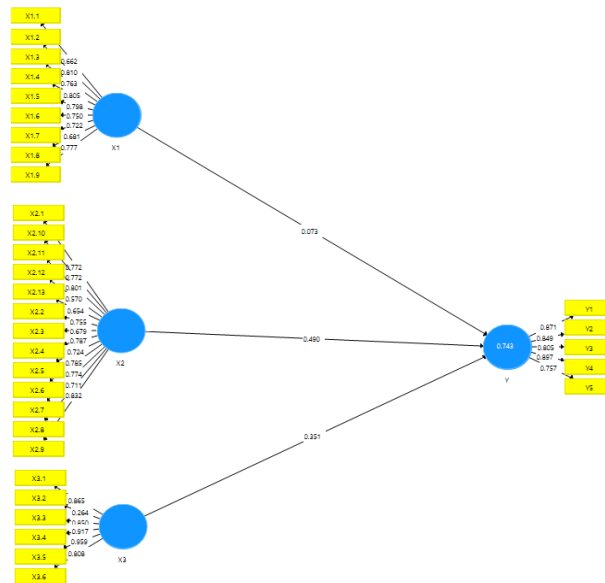


Figure 1. Outer Model

Source: SmartPLS data analysis results, 2026

The reliability and construct validity of the constructs used in the research model are tested by means of the outer model. What this testing seeks is assurance that each indicator measures the construct under study accurately, consistently, and in accordance with the underlying theoretical concepts. Whether the research instrument possesses an adequate level of reliability and validity can be determined through the evaluation of the outer model. Suitable for use in the next stage of analysis, namely the testing of the inner model or structural model, is the resulting data.

Table 2. Outer Loading

Variable	Indicator	Item	Outer Loading	Description
Work-Life Balance	X1.2	An effective work-life balance can be sustained by employees thanks to the work schedule arranged by the organization	0.810	Valid
	X1.3	The organization continues to retain employees at a high-rate owing to an effective work-life balance	0.763	
	X1.4	Within my role, I am conscious of the expectations assigned to me	0.805	
	X1.5	Within the organization, I work alongside others cooperatively and contribute as a team player	0.798	
	X1.6	Through my position, I am able to put my skills and abilities to use	0.750	
	X1.7	Sufficient freedom is granted to me in determining the methods by which I carry out my work	0.722	
	X1.9	Punctuality is a requirement of my job	0.777	

Variable	Indicator	Item	Outer Loading	Description
Employee Engagement	X2.1	I feel proud of the work I do	0.772	Valid
	X2.2	I perceive that the work I perform carries clear meaning and purpose	0.755	
	X2.4	I experience a sense of enthusiasm toward my work	0.787	
	X2.5	Even when difficulties arise, I always strive diligently in my work	0.724	
	X2.6	For me, my job is a challenging one	0.785	
	X2.7	I am often absorbed in the work I am doing	0.774	
	X2.8	I possess the capacity to work for extended periods without experiencing rapid fatigue	0.711	
	X2.9	In my work, I have good mental resilience	0.832	
	X2.10	Other matters surrounding me are often forgotten by me when I am working	0.772	
	X2.11	A feeling of enthusiasm to head to work comes over me when I wake up in the morning	0.801	
Organizational Culture	X3.1	I am required not to give up easily in working/achieving a goal	0.865	Valid
	X3.3	I must have a responsible spirit and comply with existing regulations to improve employee quality	0.850	
	X3.4	I must take actions that have an impact on the company	0.917	
	X3.5	In working, I am required to innovate and do my best	0.959	
	X3.6	In working, I must be able to cooperate with the team and always be solid	0.808	
Employee Performance	Y1	I complete work carefully	0.871	Valid
	Y2	The work I produce is in accordance with the responsibilities outlined in the company's job description	0.849	
	Y3	I am able to cooperate with fellow coworkers and teams	0.805	
	Y4	I feel accountable for the tasks assigned to me	0.897	
	Y5	I always take initiative in work outside my duties without waiting for orders from my superior	0.757	

Source: SmartPLS data analysis results, 2026

All indicators, as presented in Table 2, demonstrate outer loading values higher than 0.6 which as Ghazali and Latan (2020) this is judged to have met the required criteria. The data in the table above allow for the conclusion that all indicators satisfy the criterion of being above 0.6. Signified by high outer loading values is a strong relationship between the indicators and their respective constructs. These findings allow the inference that the indicators used in this research are valid and appropriate for application in subsequent testing.

Table 3. Cronbach Alpha, Composite Reliability, and AVE

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1	0.905	0.917	0.922	0.568
X2	0.932	0.938	0.941	0.552
X3	0.879	0.934	0.914	0.659
Y	0.892	0.898	0.921	0.701

Source: SmartPLS data analysis results, 2026

As reflected in the results presented in Table 3, the convergent validity test made use of the Average Variance Extracted (AVE) value, with a construct being judged valid on the condition that the AVE value is greater than 0.5 (Ghozali & Latan, 2020). Such an AVE value demonstrates that the indicators are capable of representing the measured construct well. To assess the relationship among indicators within a single construct, composite reliability was employed, and it is regarded as acceptable when the value is above 0.7 (Ghozali & Latan, 2020). These test results permit the conclusion that all constructs in this study have met the standards for convergent validity and reliability, which means that the data drawn upon were precise and reliable.

Table 4. R-Square and Adjusted R-Square

Test	Value
R Square	0.743
R Square Adjusted	0.736

Source: SmartPLS data analysis results, 2026

The test results, as presented in Table 4, produced an adjusted R-squared value of 0.736. Based on this value, the independent variables, which consist of work-life balance, employee engagement, and organizational culture, collectively explain 73.6% of the variation in the dependent variable, employee performance, whereas the remaining 26.4% is shaped by other factors beyond the research model that were not investigated (Ghozali & Latan, 2020). Accordingly, the research model may be regarded as possessing a robust ability to account for the relationship between the independent variables and the dependent variable.

Table 5. Hypothesis Testing

Hypothesis	Original Sample	Standard Deviation	T Statistics	P Values	Remark
Work-Life Balance - Employee Performance	0.065	0.078	0.839	0.401	Rejected
Employee Engagement - Employee Performance	0.520	0.108	4.791	0.000	Accepted
Organizational Culture - Employee Performance	0.337	0.106	3.194	0.001	Accepted

Source: SmartPLS data analysis results, 2026

As Table 5 reveals, work-life balance produces no significant positive effect on employee performance, reflected in an original sample value of 0.065 and a P-value of 0.401, which lies above 0.05. Employee engagement, on the other hand, exhibits a positive relationship with employee performance, with an original sample value of 0.520 and a P-value of 0.000, well below the 0.05 threshold, confirming a statistically significant effect. Organizational culture, in much the same manner, demonstrates a positive relationship with employee performance, evidenced by an original sample value of 0.337 and a P-value of 0.001, also below 0.05, leading to the acceptance of this hypothesis and confirming that organizational culture exerts a positive and significant effect on employee performance.

4.2. Discussion

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

Findings from research on employees at Java Heritage Hotel Purwokerto reveal that work-life balance exerts no significant influence on employee performance, as demonstrated by an original sample of 0.065, a T-statistic of 0.839, and a P-value of $0.401 > 0.05$. This result suggests that achieving a balance between work demands and personal life is not yet directly linked to enhanced employee performance within the hotel setting examined. Through the lens of Social Exchange Theory, Blau (1964) posits that the relationship between employees and the organization takes shape through a process of social exchange, meaning that the support employees receive tends to generate a positive response when it is perceived as part of a wider reciprocal relationship. Thus, good work-life balance does not necessarily improve performance if it is not accompanied by work experiences that strengthen employee engagement and a positive relationship with the organization. The operational conditions of the hotel may also be an important context because performance depends not only on employees' ability to manage their work and personal lives, but also on the quality of workplace interactions, organizational support, coordination, and the culture that develops within the work environment.

This result is further strengthened by the test outcomes for the same model, which demonstrate a significant relationship between employee performance and both employee engagement and organizational culture. This pattern indicates that psychological conditions and the organizational environment that are directly related to involvement and work behavior may be more relevant in explaining performance than work-life balance alone. From the perspective of Social Exchange Theory, employees who feel engaged and who are part of a supportive organizational environment have a stronger basis for giving a positive response through contributions and performance. The findings of this study concur with Ardiansyah and Surjanti (2020) and Tahu et al. (2026), whose work shows that employee performance is not affected by work-life balance. For this reason, management at Java Heritage Hotel Purwokerto ought to regard work-life balance as part of a broader employee management strategy, instead of a single measure intended to improve performance. This can be done by integrating schedule and workload management with strategies to increase employee engagement, such as open communication between supervisors and employees, recognition of contributions, involving employees in work-related decision-making, and providing space to express work needs and obstacles. Concurrently, organizational culture may be bolstered via work practices that encourage collaboration, mutual support among employees, rewards, and a sense of belonging to the organization. An integrated approach of this kind corresponds more closely with the research findings because it forges a social exchange mechanism that provides work-life balance while also nurturing engagement and an organizational environment that can underpin performance.

4.2.2. The Effect of Employee Engagement on Employee Performance

The study of employees at Java Heritage Hotel Purwokerto indicates that employee engagement significantly and positively influences employee performance, recorded at an original sample of 0.520, a T-statistic of 4.791, and a P-value of $0.000 < 0.05$. According to this finding, employees who feel a stronger bond with their work and the organization tend to contribute more in ways that bolster performance. From the standpoint of Social Exchange Theory (SET), Blau (1964) clarifies that work relationships are built through reciprocal exchange between employees and the organization. When employees receive support, rewards, attention, and positive work experiences, they tend to respond through higher engagement and contributions to the organization. In the operational context of the hotel, this mechanism is relevant because the quality of performance is closely related to employees' willingness to be engaged in their work, maintain service quality, cooperate with coworkers, and respond to operational needs consistently. Thus, employee engagement not only reflects employees' psychological condition, but can also be a mechanism that links social exchange experiences in the workplace with work behavior that supports performance.

The present finding concurs with Mutiara et al. (2025) as well as Safitri and Soleh (2022), who report that employee engagement has a significant effect on employee performance. This consistency bolsters the perspective that employee involvement constitutes an important element in shaping work contributions, even if its application must still account for the characteristics of the organizational setting. For the management of Java Heritage Hotel Purwokerto, this result suggests that performance improvement may be supported by strategies that directly strengthen engagement, not merely by arranging tasks and work targets. Management can build two-way communication between supervisors and employees, give recognition for contributions, involve employees in resolving operational problems, provide opportunities for competency development, and create a work environment that encourages collaboration and a sense of belonging to the organization. These practices can strengthen the perception that employees' contributions are valued and that the organization provides commensurate support, thereby aligning with the principle of reciprocity in SET and encouraging stronger involvement in work.

4.2.3. The Effect of Organizational Culture on Employee Performance

Research on employees at Java Heritage Hotel Purwokerto reveals that organizational culture exerts a positive and significant effect on employee performance, as indicated by an original sample of 0.337, a T-statistic of 3.194, and a P-value of $0.001 < 0.05$. According to this finding, employees show a greater tendency toward better performance when the culture is more strongly understood and applied in the work environment. Organizational culture operates not merely as a set of values and norms but also as a guideline that influences how employees interpret their duties, interact with colleagues, and respond to work demands. In the hotel context, a work culture that emphasizes service, cooperation, discipline, communication, and responsibility can help create uniformity of behavior in facing operational and customer needs. The perspective of Social Exchange Theory (Blau, 1964) reinforces this explanation because an organizational environment that provides support, clarity of values, and positive working relationships can encourage employees to give a reciprocal response through greater commitment, responsibility, and contributions. Thus, the effect of organizational culture on employee performance can be understood not merely because of formal rules, but through the formation of a social exchange environment that encourages employees to align their work behavior with organizational values.

This result is consistent with the research of Latifah and Nasution (2023), Murniawati and Achmad (2024), as well as Mutiara et al. (2025), all of which also document an influence

of organizational culture on employee performance. Such convergence in findings indicates that organizational culture matters for supporting performance through the formation of values, norms, and behavior patterns that serve as guides for employees in performing their duties. For the management of Java Heritage Hotel Purwokerto, this result implies the need to strengthen organizational culture through concrete and consistent practices, not only through the formal communication of values. Management can clarify service and cooperation values as behavioral standards, ensure that leaders set an example in applying them, give recognition for behavior that is in line with organizational values, and open communication that allows employees to raise problems and obtain support in their work. When culture is consistently reinforced, it can produce a more supportive work environment and, at the same time, deepen employees' feelings of belonging and responsibility toward the organization. This is in line with SET because when employees experience an organizational environment that supports and values their contributions, a reciprocal response can be realized through commitment and work behavior that supports the achievement of performance.

5. Conclusion

Findings from the study on employees at Java Heritage Hotel Purwokerto indicate that work-life balance exerts no significant effect on employee performance. This result suggests that, among the respondents in this study, a balance between work life and personal life has not been shown to have a significant direct connection with improved performance. However, this finding needs to be interpreted carefully because the measurement of work-life balance in this study used an instrument that may have limitations in capturing the complexity of the experience of work-life balance. Thus, the non-significant result does not necessarily mean that work-life balance is irrelevant to employee performance in general. From the perspective of Social Exchange Theory (SET), work-life balance also does not necessarily constitute a form of exchange that directly encourages improved performance if it is not accompanied by organizational support, rewards, or other benefits perceived by employees.

By contrast, both employee engagement and organizational culture demonstrated a positive and significant influence on employee performance. Employees characterized by high engagement, enthusiasm, and dedication, and who operate in a positive organizational culture, tend to display more optimal contributions and work behavior. These results reinforce the application of Social Exchange Theory by showing that a positive reciprocal relationship between employees and the organization is able to support the formation of more optimal work behavior and performance. Theoretically, this study contributes by showing that not all forms of work conditions have the same relationship with performance, while employee engagement and organizational culture are important mechanisms in the reciprocal relationship between employees and the organization.

In practical terms, the findings suggest that management at Java Heritage Hotel Purwokerto may prioritize strategies designed to boost employee engagement and reinforce organizational culture as a means of enhancing employee performance. Strengthening employee engagement is possible through providing opportunities for employees to voice ideas and feedback, recognizing the contributions they make, and keeping communication between leaders and employees open. Strengthening organizational culture can be done through the application of clear work values, increased collaboration, leader support, and the creation of a mutually respectful work environment. These efforts can support the formation of a positive reciprocal relationship between employees and the organization, thereby encouraging more optimal contributions and work behavior. Despite the absence of a

significant effect of work-life balance on performance in this study, this aspect still requires attention as part of employee well-being and should not be dismissed purely because the finding was non-significant. Viewed theoretically as well as practically, the results of this study show that enhancing performance links not only to the condition of work-life balance, but also to employee engagement and an environment of supportive organizational culture.

This study has limitations in the scope of its sample, which involved only employees of Java Heritage Hotel Purwokerto, so its results cannot yet be widely generalized. In addition, the variables used are limited to work-life balance, employee engagement, and organizational culture, while the data were obtained through questionnaires that may be influenced by respondent subjectivity. The measurement of work-life balance also needs attention because instrument limitations may affect the study's ability to capture the dimensions of work-life balance comprehensively. Therefore, future research can broaden the scope of objects and respondent characteristics and consider a work-life balance instrument that is more comprehensive and suited to the organizational context. Future studies can also add variables such as organizational support, job satisfaction, or leadership. Based on Social Exchange Theory, mediating or moderating variables can also be used to examine more deeply the conditions under which work-life balance relates to employee performance.

6. References

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