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The Influence of Work-life balance, Mindfulness, and Work engagement on Employee Performance in Bali with Gender as a Moderating

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Abstract: *This study examines the influence of Work–life balance, Mindfulness, and Work engagement on employee performance, as well as the moderating role of gender within these relationships. The research was conducted in the Province of Bali, where service-based industries demand high adaptability and consistent productivity from employees. Using a quantitative design, data were collected from 160 respondents through an online structured questionnaire. The analysis employed Hierarchical Regression Analysis (HRA) with SPSS to test both the direct and moderating effects. The results show that Work–life balance, Mindfulness, and Work engagement each have a significant positive impact on employee Performance, highlighting the importance of psychological readiness and personal well-being in supporting optimal Work outcomes. Gender does not directly affect performance and does not moderate the influence of Work–life balance or Mindfulness. However, Gender significantly moderates the relationship between Work engagement and Performance, indicating that the strength of engagement's effect varies across gender groups. These findings emphasize the need for organizations to strengthen employee resources, cultivate mindful work practices, and enhance engagement to improve performance in dynamic service environments.*

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PENDAHULUAN

The rapid acceleration of globalization and digitalization has reshaped contemporary work environments, particularly in regions whose economic structure is dominated by service-based industries such as the Province of Bali. Organizations increasingly navigate dynamic patterns of work, heightened performance demands, and greater expectations from employees. The expansion of flexible work systems, advancements in technology, and competitive labor market pressures have created a work atmosphere that requires employees to maintain consistently high levels of productivity. Despite these developments, current work settings also introduce considerable challenges. Many employees experience growing work fatigue, psychological strain, and reduced opportunities for personal time, factors that collectively have the potential to hinder performance outcomes.

Reports issued by the International Labour Organization highlight that the post pandemic period brought a substantial rise in workload intensity within global service and tourism sectors, contributing to elevated levels of mental and physical strain among

employees. Similar conditions occur in Bali where the accommodation, food, and beverage industries constitute the largest absorbers of the workforce. These industries demand long working hours, rotating shifts, and high speed service delivery, which collectively increase the pressure placed on employees.

These dynamics underscore the increasing importance of Work-life balance as a crucial element in maintaining employee well being and supporting performance. Greenhaus and Allen (2011) describe work life balance as the individual capability to manage the demands of work and personal life in a harmonious and proportional manner. Empirical findings on this relationship remain varied. Several studies report a positive influence of Work- life balance on employee Performance (Badrianto and Ekhsan, 2021), while other studies demonstrate that the relationship is statistically non significant (Ardiansyah and Surjanti, 2020). These differences indicate that the influence of work life balance may depend on contextual conditions and the presence of psychological factors that shape employee experiences.

Another psychological factor that has received growing scholarly attention is mindfulness. Kabat Zinn (2003) conceptualizes mindfulness as full awareness of the present moment, accompanied by acceptance and the absence of judgement. Research shows that mindfulness contributes to reduced stress levels, increased concentration, enhanced emotional regulation, and improved quality of decision making (Setiawan and Nurhidayati, 2025). Employees who possess a high degree of mindfulness tend to manage work pressure more effectively, maintain consistent attention, and minimize distractions. These advantages ultimately support higher levels of job performance.

Work engagement also emerges as a central psychological construct in understanding employee performance. Schaufeli and Bakker (2004) define work engagement as a positive and fulfilling psychological state, characterized by vigor, dedication, and absorption. Prior studies consistently demonstrate that employees with higher work engagement are more motivated, more focused on accomplishing their tasks, willing to invest additional effort, and committed to achieving organizational goals (Setyawati and Nugroho, 2019; Yongky and Agustina, 2021). This evidence positions work engagement as a strong predictor of performance across various industries.

Beyond psychological variables, gender represents an important dimension that shapes employee experiences within the workplace. Social Role Theory proposed by Eagly (1987) argues that societal expectations surrounding male and female roles influence attitudes, behaviors, and patterns of interaction in everyday life, including the work environment. Although the Gender Inequality Index in Bali has shown improvement, traditional expectations remain prevalent, particularly for women who often navigate the dual responsibilities of professional work and domestic duties. These differing social expectations have implications for perceptions of work life balance, mindfulness, and work engagement. Prior studies examining gender as a moderating factor reveal mixed evidence. Some studies identify gender as a significant moderator in the relationship between work life balance and performance (Sarmijan, 2022), while other studies report no moderating effect (Kusuma et al., 2025). This inconsistency suggests the need for further empirical investigation, especially within specific cultural and industrial settings such as Bali.

The conceptual foundation of this research is strengthened by the Job Demands and Resources Model introduced by Demerouti et al. (2001) and further refined by Bakker and Demerouti (2007). This model explains how job demands such as workload and time pressure interact with job resources such as social support, autonomy, and psychological

capability to influence employee well being and performance. Within this framework, work life balance and mindfulness function as psychological resources that help individuals manage demands effectively, while work engagement represents a positive psychological condition that emerges when resources are optimally utilized. Incorporating gender as a moderating variable enriches the theoretical depth of this study by acknowledging sociocultural variations in role expectations that may alter the strength of these relationships.

The dynamics of the contemporary work environment demand organizations to understand factors influencing employee performance more comprehensively, especially within unique work culture contexts such as in Bali. The Job Demands-Resources (JD-R) model provides a theoretical framework that explains how work-life balance, mindfulness, and work engagement interact to affect performance through motivational and energetic mechanisms, where personal resources (mindfulness) and contextual resources (work-life balance) function as antecedents that trigger work engagement as a psychological mediator toward performance improvement. However, the operationalization of the JD-R model cannot ignore the socio-cultural dimensions that shape perceptions and responses to work demands and resources. Social Role Theory provides a foundation for understanding that gender, as a social construct carrying different role expectations, systematically moderates pathways within the JD-R model by altering the level of resource accessibility, sensitivity to demands, and the process of transforming engagement into performance. The operational integration of these two theories is manifested through testing a hierarchical moderation model, where gender is not merely treated as a demographic variable but as a moderator that changes the strength and direction of relationships among core constructs an approach that explicitly examines whether motivational mechanisms in JD-R operate differently based on internalized social roles. This study aims to analyze the influence of work-life balance, mindfulness, and work engagement on employee performance in Bali by examining the moderating role of gender within an integrative framework of JD-R and Social Role Theory.

A review of the literature indicates that although the relationships between work life balance, mindfulness, work engagement, and performance have been widely examined, most studies analyze these variables independently or in limited combinations. Only a small number of studies simultaneously investigate all three psychological predictors in a single model, especially within the context of Bali's high intensity service sector. Furthermore, research assessing gender as a moderating variable within this multivariable framework remains scarce and produces inconsistent findings. The present study therefore introduces conceptual and empirical novelty by integrating work life balance, mindfulness, work engagement, and gender moderation within the Job Demands and Resources theoretical model and applying this framework to the service based workforce in the Province of Bali.

THEORETICAL REVIEW

1. Work-Life Balance (WLB)

Work-Life Balance (WLB) refers to individuals' ability to effectively manage competing demands from work and personal domains (Greenhaus & Beutell, 1985). The Work-Family Conflict Theory posits that inter-role conflict arises when responsibilities in one domain (e.g., work) hinder performance in another (e.g., family), leading to reduced well-being and performance (Greenhaus & Allen, 2011). In Bali's service sector, where

long hours and shift work are prevalent (Sugiyono, 2023), WLB is critical for mitigating burnout and sustaining productivity. Empirical studies confirm that WLB enhances performance by reducing stress and increasing job satisfaction (Badrianto & Ekhsan, 2021), though contextual factors may weaken this relationship (Ardiansyah & Surjanti, 2020).

2. Mindfulness

Mindfulness is defined as non-judgmental awareness of the present moment (Kabat-Zinn, 2003), and within the Job Demands-Resources (JD-R) Model framework, mindfulness is conceptualized as a personal resource that functions as a positive psychological characteristic that can be mobilized to manage job demands and optimize other contextual resources (Bakker & Demerouti, 2017). Based on Attention Regulation Theory, mindfulness enhances cognitive focus, emotional regulation, and stress resilience (Bishop et al., 2004), which operationally in JD-R functions as a buffer mechanism that protects employees from the negative impacts of job demands while simultaneously serving as an amplifier that strengthens the positive effects of job resources on engagement (Hülsheger et al., 2013). In high-pressure service environments, mindfulness enables employees to maintain composure and make adaptive decisions (Weiss & Hickman, 2013) by enhancing self-regulation capacity that is essential for sustaining the motivational pathway in the JD-R model. Research links mindfulness to higher performance through improved concentration and error reduction (Setiawan & Nurhidayati, 2025), where mindfulness as a personal resource not only operates independently but interacts with organizational resources such as work-life balance to create synergy that drives work engagement. However, the effectiveness of mindfulness as a personal resource depends on organizational conditions that facilitate its activation and utilization, including organizational support for mindfulness practices and a conducive work culture (Good et al., 2016).

3. Work Engagement

Work Engagement (WE) is a positive psychological state characterized by vigor, dedication, and absorption (Schaufeli & Bakker, 2004). The Job Demands-Resources (JD-R) Model frames WE as a motivational resource that buffers job demands (Demerouti et al., 2001). Engaged employees exhibit higher initiative and persistence, directly boosting performance (Setyawati & Nugroho, 2019). WE is particularly vital in service industries where emotional labor is high (Bakker & Demerouti, 2007). Studies show WE mediates the impact of resources (e.g., autonomy) on outcomes (Yongky & Agustina, 2021).

4. Gender as a Moderator

Social Role Theory (Eagly, 1987) suggests gender differences arise from societal expectations. In Bali, traditional roles may amplify work-life conflicts for women, affecting how WLB and WE influence performance (Puspitawati, 2013). Gender moderates WE-performance relationships due to divergent coping mechanisms (Sarmijan et al., 2022), though evidence remains mixed (Kusuma et al., 2025). The Gendered Organizations Framework (Acker, 1990) further implies that workplace structures may differentially shape gendered experiences of engagement and balance.

5. Integrated Framework

This study integrates JD-R Theory with Social Role Theory to examine how WLB, mindfulness, and WE interact with gender to affect performance. The JD-R model explains how resources (e.g., WLB) reduce demands and foster engagement (Bakker & Demerouti, 2017), while gender adds sociocultural nuance to these dynamics (Eagly & Wood, 2016).

RESEARCH METHODOLOGY

This study employed a quantitative research design to examine the effects of Work–Life Balance, Mindfulness, and Work Engagement on employee Performance, as well as the moderating role of Gender. Bali Province was selected as the research setting due to its distinctive employment structure, particularly in the tourism, hospitality, service, and office-based sectors, which are characterized by high workload intensity and complex job demands. These conditions make Bali an appropriate context for investigating occupational pressure, psychological well-being, and work–life integration.

Population and Sample

The population of this study comprised all active employees in the Province of Bali working in service-related sectors, including tourism, hospitality, office administration, accommodation, and food and beverage services. This population was selected because these industries involve high work intensity and dynamic job demands that are relevant to the variables examined in this study (Sugiyono, 2023).

A purposive sampling technique was applied to determine the sample, with respondents selected based on the following criteria: (1) currently employed in Bali, (2) having at least one year of work experience, and (3) willing to participate in the survey (Sugiyono, 2022).The minimum sample size followed the guideline proposed by Hair et al. (2019), which recommends a minimum of five respondents per indicator. As this study employed 32 indicators, the minimum required sample was calculated as: $n = 32 \times 5 = 160$. Accordingly, 160 respondents were included in this study, which met the minimum requirement for multivariate analysis and ensured adequate statistical validity.

Data Collection and Measurement

Data were gathered using a structured questionnaire distributed electronically through Google Forms and directly to respondents. The instrument measured five variables: Work–Life Balance, Mindfulness, Work Engagement, Performance, and Gender. Responses were recorded using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Validity and Reliability Testing

Construct validity was assessed using Pearson Product-Moment correlation, where each item was considered valid if its correlation coefficient exceeded the critical value at a significance level of 0.05. Although this approach can practically identify items that significantly correlate with the total construct score, it is important to note that the item-total correlation method has substantial limitations in testing latent validity because it only evaluates the bivariate relationship between items and total scores without considering the underlying factor structure or measurement error (Netemeyer et al., 2003). This approach cannot confirm whether items truly measure the same latent construct or detect potential cross-loading on other constructs, which ideally could be addressed through more robust techniques such as Confirmatory Factor Analysis (CFA) or Average Variance Extracted (AVE) in Structural Equation Modeling analysis (Hair et al., 2019). Given practical

considerations and sample limitations, the limitations of Pearson correlation was used as an initial step to screen items with adequate internal consistency.Reliability testing was conducted using Cronbach's Alpha, with values above 0.70 indicating acceptable internal consistency.

Data Analysis Technique

Statistical analysis was performed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics were first applied to summarize respondent characteristics and describe data distribution. Prior to hypothesis testing, classical assumption tests were conducted to ensure model appropriateness. Normality was examined using the Normal Probability Plot (P–P Plot), and multicollinearity was assessed using Tolerance values (> 0.10) and Variance Inflation Factor (VIF < 10), confirming that the regression assumptions were met.

To test the research hypotheses, Hierarchical Regression Analysis (HRA) was applied. This technique allows for testing direct effects and moderation effects in a structured manner. The analysis was conducted in four stages: the first model involved control variables (if applicable); the second model introduced the main predictors (Work–Life Balance, Mindfulness, and Work Engagement); the third model added the moderating variable (Gender); and the final model included interaction terms between Gender and each independent variable. Hypothesis testing was based on the t-statistic, with statistical significance determined at $p < 0.05$.

RESULTS AND DISCUSSION

The data processing in this study was carried out using SPSS 29. The analysis began with testing the normality of residuals to ensure that the regression model met the fundamental statistical assumptions. Normality was assessed using the Normal P–P Plot of Standardized Residuals. The resulting P–P Plot shows that the distribution of points follows the diagonal reference line and does not exhibit substantial deviation. This pattern indicates that the residuals are normally distributed. Therefore, the regression model fulfills the normality assumption, demonstrating that the residuals are appropriate for further inferential analysis.

Table 1 Multicollinearity test results

No	Variable	Tolerance	VIF
1	Work-life balance	0.253	3.948
2	Mindfulness	0.198	5.038
3	Work Eengagement	0.254	3.931

The multicollinearity diagnosis was examined using Tolerance and Variance Inflation Factor (VIF) values (Table 1). All predictors show Tolerance values ranging from 0.198 to 0.254, exceeding the critical threshold of 0.10. Likewise, all VIF values fall between 3.931 and 5.038, remaining below the maximum acceptable limit of 10. These results confirm that no multicollinearity issues are present among the independent variables.

Hierarchical Regression Analysis (HRA) was conducted using three incremental models to assess the predictive role of work–life balance, mindfulness, and work engagement on employee performance, and to evaluate the moderating role of gender.

Table 2. Model summary

Model	R	R Square	Adjusted R Square	Std. Error
Model 1	0.886	0.785	0.781	3.472
Model 2	0.889	0.789	0.784	3.448
Model 3	0.892	0.796	0.786	3.430

The model summary in Table 2 shows that the explanatory power of the regression increased after each step of variable addition. Model 1 explained 78.5% of performance variance using three predictors, Model 2 increased the explanatory power to 78.9% after adding gender, and Model 3 reached 79.6% when interaction terms (moderation) were included. Although these high R^2 values indicate that the model has strong predictive power, the magnitude of these coefficients of determination requires critical examination due to several important methodological implications. First, R^2 values above 78% in organizational behavior research are relatively uncommon and may indicate construct overlap, where predictor variables such as work-life balance, mindfulness, and work engagement may measure similar aspects or have high conceptual collinearity with employee performance (Podsakoff et al., 2003). Second, the high R^2 values may indicate the presence of common method bias, considering that all variables were measured using self-report instruments at the same time, which allows shared method variance to artificially contribute to the strength of relationships among variables (Podsakoff et al., 2012). Third, there is a possibility of endogeneity where the causal relationship between predictors and performance is reciprocal, for instance: employees with high performance may be better able to create good work-life balance or report higher work engagement. Nevertheless, the consistent yet moderate increase in R^2 (0.4% to 0.7%) at each step of variable addition indicates that each model component provides a unique contribution to performance variance, supporting the incremental validity of the hierarchical moderation model being tested.

Table 3. ANOVA Results

Model	F	Sig.
Model 1	190.117	<0.001
Model 2	145.320	<0.001
Model 3	84.617	<0.001

This confirms that each regression model fits the data and the predictors collectively influence performance.

Coefficient Test (t-Test)

Table 4. Model 1 (Main Effects)

Variable	B	t	Sig.
Work–life balance	**0.435**	**3.749**	**<0.001**
Mindfulness	**0.302**	**3.632**	**<0.001**
Work engagement	**0.609**	**4.899**	**<0.001**

This indicates that employee performance increases when individuals exhibit better balance between work and personal life, higher mindfulness, and stronger engagement.

Table 5. Model 2 (Adding Gender)

After gender is included:

- Work–life balance, mindfulness, and engagement **remain significant**.
- Gender is **not significant** (p = 0.066).

Variable	B	t	Sig.
Gender	-0.974	-1.906	0.066

Table 6. Model 3 tests gender interactions:

Interaction Term	B	t	Sig.
Gender × WLB	-0.259	-2.461	0.015
Gender × Mindfulness	-0.158	-1.943	0.054
Gender × Work Engagement	-0.539	2.112	0.036

Gender significantly moderates the effect of work–life balance on performance. Gender also moderates work engagement's effect on performance. Mindfulness moderation is marginal (p = 0.054).

Regression Equation

Model 3 (Final Model)

$$Y = 4.458 + 0.505X_1 + 0.399X_2 + 0.360X_3 - 1.398G - 0.259(X_1G) - 0.158(X_2G) + 0.539(X_3G)$$

The Adjusted R^2 of 0.786 in Model 3 indicates that the combination of predictors and moderator explains 78.6% of the variance in employee performance, while the remaining

21.4% is influenced by other variables not included in the model. However, this exceptionally high value requires critical interpretation as it may indicate construct overlap among predictor variables or common method bias from simultaneous self-report measurement (Podsakoff et al., 2003; 2012). The possibility of endogeneity, where high-performing employees may be better able to achieve work-life balance or report higher engagement, cannot be ruled out. Future research should employ multi-source data collection or temporal separation of measurements to address these methodological concerns (Williams et al., 2010).

DISCUSSION

Based on the results of hypothesis testing, this study provides a comprehensive explanation of how work–life balance, mindfulness, work engagement, and gender contribute to employee performance in Bali's service sector. The findings show that work–life balance exerts a significant positive influence on performance. Employees who are able to maintain proportionality between work responsibilities and personal life demands tend to demonstrate better work outcomes. Individuals who successfully manage both domains generally experience reduced stress levels, greater emotional composure, and improved concentration, all of which strengthen productivity. This result is in line with the argument of Greenhaus and Allen (2011) that balanced integration between work and non-work domains enhances well-being and promotes stronger performance. Empirical studies also confirm that adequate work–life balance reduces fatigue, maintains attentiveness, and increases overall performance quality, as reported by Badrianto and Ekhsan (2021).

The analysis further indicates that mindfulness plays a significant role in shaping employee performance. Individuals with a higher degree of mindfulness are more capable of maintaining situational awareness, regulating emotional reactions, and sustaining attention during task execution. This psychological capability enables employees to respond more adaptively to work-related pressures, avoid impulsive decisions, and engage in more thoughtful problem-solving. This finding is consistent with the conceptualization offered by Kabat-Zinn (2003), who describes mindfulness as a cognitive process that promotes acceptance and present-moment awareness, ultimately enhancing psychological functioning. Previous empirical work by Setiawan and Nurhidayati (2025) and Weiss and Hickman (2013) also support the conclusion that mindful employees demonstrate stronger discipline, focus, and behavioral control, which contribute positively to performance.

Work engagement is also shown to have a significant positive effect on employee performance. Employees characterized by high levels of vigor, dedication, and absorption tend to approach their tasks with enthusiasm, persistence, and deep involvement. This supports the view of Schaufeli and Bakker (2004), who define engagement as an energetic and resilient psychological state that motivates employees to allocate substantial effort to their work. The findings are further reinforced by studies from Setyawati and Nugroho (2019) as well as Yongky and Agustina (2021), which consistently demonstrate that highly engaged employees produce superior output, take initiative, and maintain strong commitment toward organizational goals.

The moderating analysis produces a more complex pattern. Gender is not found to have a direct impact on employee performance and does not moderate the relationship between work-life balance or mindfulness with performance. This suggests that male and female employees within Bali's service industry may face similar work expectations and organizational environments, which result in relatively comparable performance

outcomes. These findings align with prior research that reports inconsistent or non-significant effects of gender on work-related variables, as noted by Kusuma et al. (2025).

Nevertheless, gender significantly moderates the relationship between work engagement and employee performance, a finding that requires deeper theoretical interpretation through Social Role Theory (Eagly, 1987). The theoretical mechanism underlying this moderation can be explained through three interconnected pathways. First, gender as a social construct carries differentiated role expectations regarding the expression and valorization of work commitment, where organizational contexts may differentially reward engagement behaviors based on gender-congruent expectations (i.e., communal engagement expressions for women versus agentic engagement manifestations for men). Second, the translation of work engagement into observable performance may be mediated by gender-specific role conflicts and facilitations; for instance, female employees' engagement might be more susceptible to competing domestic role demands that attenuate its conversion into performance outcomes, whereas male employees may experience stronger organizational legitimacy for channeling engagement directly into performance-oriented behaviors (Cinamon & Rich, 2002). Third, the evaluative frameworks through which engagement is recognized and translated into performance assessments may be gender-biased, where identical engagement levels are interpreted and rewarded differently based on prescriptive gender stereotypes about appropriate workplace dedication (Heilman, 2012). Thus, the gender moderation observed is not merely a descriptive association but reflects systematic differences in how engagement operates within gendered organizational structures and role expectation systems embedded in Bali's socio-cultural work context.

Taken together, the findings reinforce the theoretical propositions of the Job Demands–Resources Model developed by Bakker and Demerouti (2007). The model suggests that personal resources such as work–life balance and mindfulness, along with psychological resources such as engagement, play a crucial role in enhancing performance. The moderating effect of gender, although present only in one relational pathway, highlights the relevance of sociocultural dynamics in influencing employee attitudes and behaviors within a service-oriented work environment such as Bali.

CONCLUSION

The findings demonstrate that work-life balance, mindfulness, and work engagement are crucial determinants of employee performance in Bali's service sector. While gender does not directly influence performance or moderate the effects of work-life balance and mindfulness, it significantly moderates the relationship between work engagement and performance, indicating that this relationship varies across gender groups due to differing social roles and workplace expectations.

This study contributes theoretically by: (1) successfully integrating the JD-R model with Social Role Theory, demonstrating that motivational mechanisms operate differently within gendered social structures; (2) positioning mindfulness as a personal resource in the JD-R framework that interacts with organizational resources to drive engagement; and (3) revealing that gender moderation operates selectively, significantly affecting the engagement-performance pathway while leaving resource-performance relationships unmoderated.

Methodologically, this study employs hierarchical moderation regression to test gender as a theoretically meaningful moderator rather than merely a demographic control.

It also provides transparency regarding limitations, particularly concerning construct validity assessment methods and potential common method bias indicated by exceptionally high R^2 values (78-79%).

Practically, organizations in Bali's service sector should: (1) develop integrated HR policies promoting work-life balance, mindfulness practices, and work engagement initiatives; (2) design gender-sensitive engagement strategies acknowledging different pathways through which male and female employees translate engagement into performance; (3) invest in mindfulness training and flexible work arrangements; and (4) adopt nuanced performance evaluation frameworks that account for gender variations in engagement manifestation..

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