

## The Influence Work-Life Balance, Perceived Organizational Support and Intrinsic Motivation to Employee Performance PT. MC (Mutiara Cahaya Slawi) In Tegal Regency

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### ABSTRACT

The purpose of this study is to examine the effect of Work Life Balance, Perceived Organizational Support, and Intrinsic Motivation on Employee Performance at PT MC (Mutiara Cahaya) Slawi in Tegal Regency. This study uses a quantitative approach with a purposive sampling technique involving 98 contract employees with a minimum of 6 months of work and permanent employees. Data collection was carried out online on Google from, and analyzed using the Structural Equation Modeling Partial Least Squares (SEM-PLS) method on SmartPLS 3.0 Software to test the relationship between variables. The results of this analysis indicate that work life balance has a positive but insignificant effect on performance, Perceived Organizational Support does not affect employee performance, while Intrinsic motivation has a significant positive effect on employee performance. With this research, the company is expected to create a balance of daily life and organizational support where the organization assesses contributions and cares about the welfare of employees. The implications of this study for supermarket management, the need to design policies that support intrinsic motivation of staff and provide work life balance in providing continuous improvement of employee performance.

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## **INTRODUCTION**

In today's competitive business era, companies are required to implement the right strategy to achieve goals in the market. A crucial aspect that needs to be considered is quality human resources (HR), because HR plays a role in determining the success of the company in achieving its goals. Quality human resources can be the key determinant for companies to achieve their organizational goals and provide increased competitiveness in the market. Therefore, effective human resource management is very important for the success of the company (Sulistyowati et al., 2023).

Employees are an important asset for companies that play a major role when carrying out Company operations (Fernando et al., 2024). Employee performance is the result of a person's work in carrying out the tasks assigned to him and how much the employee contributes to the organization, employee performance reflects what the employee does or does not do (Fitrah & Prasetyo, 2024). High productivity and work motivation can provide increased employee performance and achievement, thus benefiting the company (Resta & Endratno, 2023). Therefore, the company seeks to provide in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals legally, not violate the law and not conflict with morals and ethics (Neysyah et al., 2023).

Supermarkets have become an integral part of modern life. A shopping concept that allows customers to choose and provide a wide variety of daily necessities in an organized, clean, and comfortable environment. Modern supermarkets generally use a self-service system, where customers can choose goods directly from the shelves and pay at the cashier. Self-service Provides a variety of goods, for example food, drinks, household products, clothing, and other necessities, self-service system: Customers are free to choose goods without direct assistance from shop assistants, using modern technology, using computerized cashier systems, barcode scanners, and digital payments, thus researchers chose the object of one of the largest supermarkets in Tegal Regency, namely

PT MC (Mutiar Cahaya) is a retail company in Tegal Regency and now has 6 branches spread across Tegal Regency. Has a vision to become a blessed retail company by having ten branches in 2024. Mutiara Cahaya Supermarket is a company that exists in the field of household needs, namely groceries, household appliances, fashion and other needs. Swalayan PT MC (Mutiara Cahaya) which is located on the street letjen suprapto no 71 Slawi Tegal Regency and started its business in 1998, needs to understand how these factors contribute to employee performance. PT MC (Mutiara Cahaya) has a total of 120 employees, employee attendance uses fingerprints, the problems that employees experience are lack of effectiveness at work, for example, returning from work is not right, work tasks are not organized, causing various employees to be disadvantaged. This phenomenon comes from interviews from various employees, and employees who have resigned from PT MC (Mutiara Cahaya).

Based on the questionnaire data that the researchers distributed, there is a part of the statement about going home from work according to the specified

time, most employees fill in STS (strongly disagree). Employee performance can be interpreted as the result or level of success of an employee in carrying out tasks in a certain period, which is measured based on work result standards, targets, or predetermined criteria (Sulistiyowati et al., 2023). Good employee performance will have a positive impact on overall company performance, employee work performance can be observed from the quality and value of the work produced, as well as the attitude of workers related to achieving company goals (Balong et al., 2023). Basically, everyone's performance is determined by individual abilities and motivation in carrying out their work. Thus, ability and motivation are important factors in determining employee performance and ultimately affecting company performance (Telaumbanua et al., 2024). employees who are able to carry out work according to applicable regulations will have a good impact on the company, the positive impact given is in the form of a high work ethic so as to increase work productivity (Sari et al., 2024). Aware of the important role of employees in the organization, it is a special concern for companies to pay attention to employees so that organizational goals are achieved (Mikha Veronika et al., 2024). Work life balance is a factor that can influence employee performance (Muharto, 2022). This concept involves managing the balance between work and personal life, including career, ambition, happiness, family, leisure, and spiritual development.

Employees who have a good work-life balance tend to be happier and willing to make maximum contributions, both at work and at home (Davin Eldon, Eko Nugroho, 2022). Thus, a balanced work-life balance can have a positive impact on employee performance and well-being. However, the implementation of work-life balance in the company is still not optimal, because there are still employees who have difficulty balancing work and personal life, which has an impact on suboptimal work results. According to Ardiansyah & Surjanti, (2020) work life balance can be realized in organizational support, for example flexible working hours and family/ personal leave, in order to provide an increase in the balance between employees' work and personal lives. Everyone needs a life balance between personal life and work life (Work Life Balance). The bonus is a career, unlimited knowledge and valuable experiences (Badrianto & Ekhsan, 2021). Work life balance has a significant positive effect on employee performance (Minarika et al., 2020). According to Maretta et al., (2022) work life balance has a significant influence on employee performance. However, it disagrees with Frilia Yuwana Irwandi<sup>1</sup>, (2022) and Hasibuan, (2022) who indicate that the work life balance variable has no significant effect on employee performance.

Factors that influence employee performance include perceived organizational support and intrinsic motivation. According to Ratnasari (2022), Perceived organizational support is an employee's perception of the extent to which the organization values their contribution and provides support to them. Perceived organizational support can be formed based on employees' experiences and interactions with the organization, as well as their perceptions of the organization's concern for the welfare of human resources (Rinda & Muzakki, 2021). Rinda & Muzakki's research, (2021) indicates that Perceived

Organizational Support has a positive influence on employee performance, but Diana's research, (2021) indicates different results, namely perceived organizational support has no significant effect on employee performance.

In addition to perceived organizational support, intrinsic motivation is also a factor that influences employee performance. Intrinsic motivation is the first driver behind individual action that exists from within each person without external encouragement factors (Tangko, Salempang, 2024). Putri & Iryanti's research, (2023) indicates that intrinsic motivation has a significant positive effect on employee performance. However, other studies indicate different results, according to Rama & Lukiarti, (2025) who found that intrinsic motivation has an insignificant positive impact, Muhamad et al., (2019) and Anwar, (2019) who indicate that intrinsic motivation has no significant effect on employee performance.

The difference between this research and previous research is that previous research used 3 variables, namely Work Life Balance, Person Job Fit, and intrinsic motivation, while in this study the Person Job Fit variable replaces the perceived organizational support variable with the consideration that perceived organizational support is more effective because PT MC employees need a level of confidence that the organization where they work values their contributions and cares about their welfare. Besides that, the previous research was only 50 respondents, while in this study 98 respondents were planned in the hope that the research results would be better. This study aims to analyze the effect of work life balance, perceived organizational support, and intrinsic motivation on employee performance at PT MC (Mutiar Cahaya).

## LITERATURE REVIEW

In this study, researchers used Social Exchange Theory / social change theory when employees feel work life balance or perceived work life balance, employees will give reciprocity, namely they will give good performance, then if the company provides organizational support or perceived organizational support, it will give good performance (Cropanzano & Mitchell, 2005). While the theory of Cognitive Evaluation Theory (CET) - Cognitive Evaluation Theory shows that explains how external factors, such as rewards and recognition, can affect a person's intrinsic motivation. CET focuses on the impact of external feedback on an individual's intrinsic motivation, which is the motivation that arises from within a person due to pleasure or interest in an activity (Riley, 2016).

### *The Effect of Work Life Balance on Employee Performance*

Work Life Balance is a balanced state between the demands of work and individual life (Hidayatullah, 2022). In the company's view, Work Life Balance is a challenge to create a supportive culture in the workplace so that employees can focus on their work (Kembuan et al., 2021). A good Work Life Balance can manage time effectively, work according to responsibilities, and feel job satisfaction because it produces positive emotions (Irsyad et al., 2022). Work Life Balance includes resources for family care, health, and employee well-being, as well as family-friendly benefits programs such as flextime and job sharing (Suhartini1, 2021). Minarika et al.'s research (2020) indicates that work life

balance has a significant positive effect on employee performance. Thus, companies can provide an increase in employee performance by implementing policies and programs that support work life balance.

Within the framework of Social Exchange Theory, when organizations invest in employee well-being on work-life balance policies and practices, employees perceive this as a form of support and reward. In return, employees feel compelled to return the favor by increasing their performance, commitment, and positive contributions to the organization, creating a mutually beneficial and sustainable relationship. This research is in line with previous research finding the same results Mareta et al., (2022), Badrianto & Ekhsan, (2021) work life balance has a significant effect on employee performance. The first hypothesis in this study is

H1: Work life balance has a positive and significant influence on employee performance.

### *The Effect of Perceived Organizational Support on Employee Performance*

Perceived organizational support is a concept that reflects the extent to which employees feel supported by their company, various indicators that stand out in this case include appreciation, where the company appreciates the tasks completed by employees (Jelita et al., 2024). Various studies indicate that in order to get good employee performance, it is influenced by various factors, for example perceived organizational support. According to Balong et al., (2023) employees who feel supported by the organization can be tied to organizational activities and will provide good abilities in order to achieve the goals of the company. Perceived organizational support or perceived organizational support (POS) has an important and positive role when providing increased employee performance (Neysyah et al., 2023). Various key indicators of perceived organizational support include company appreciation and appreciation for the tasks available to employees (Jelita et al., 2024). Support from the company is needed in order to achieve optimal performance. Balong et al.'s research (2023) indicates that perceived organizational support has a significant positive effect on employee performance, so that companies can provide increased employee performance by providing adequate support and appreciation.

From a Social Exchange Theory perspective, when organizations provide employees with positively perceived organizational support, employees will feel obligated to reciprocate. This reciprocation is often manifested in the form of improved performance, higher commitment, and behavior that supports organizational goals, creating a mutually beneficial exchange cycle for both parties. This is in line with research from Rinda & Muzakki, (2021), Eisen et al., (2019), Dewi & Artha Wibawa, (2023) suggesting that Perceived Organizational Support has a positive influence on employee performance. The second hypothesis in this study is.

H2: Perceived Organizational Support has a significant positive effect on employee performance.

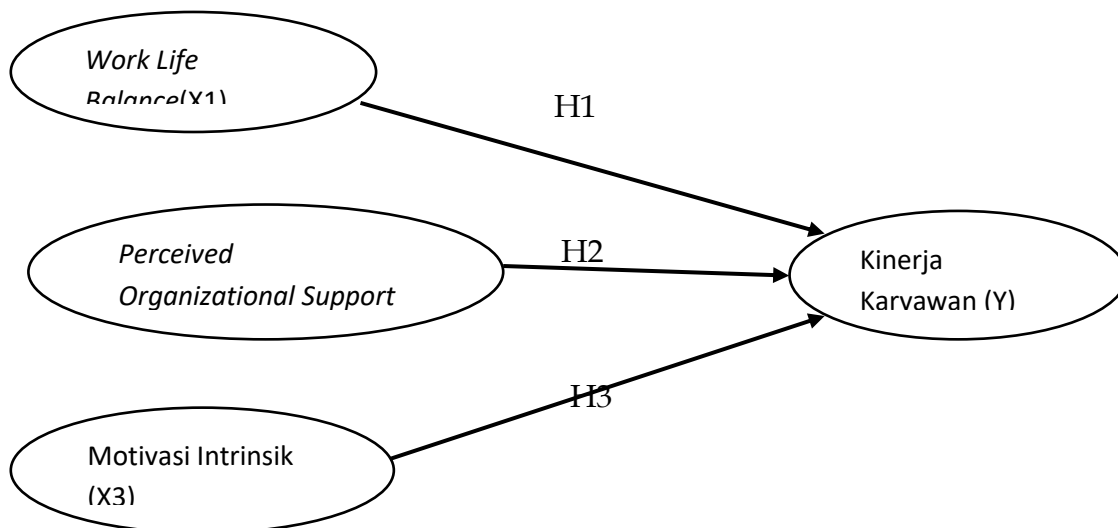
### ***Effect of Intrinsic Motivation on Employee Performance***

Intrinsic motivation of employees is believed to significantly influence their performance. Intrinsic motivation plays a role when it will encourage employees to give their best at their jobs. Employees' knowledge and skills are also important elements when carrying out their duties Tangko, Salempang, (2024) Also, intrinsic motivation can be influenced by internal organizational factors, for example, organizational strategy and the support resources needed to carry out work (Taufiq, 2023). Thus, organizations can provide an increase in employee intrinsic motivation by providing adequate support and resources. According to Sayudi, (2021), a better understanding of intrinsic motivation can help organizations manage human resources effectively.

According to the Social Exchange Theory perspective, organizations that successfully create an environment where employees can meet their intrinsic motivation needs in the creation of a comfortable work environment In return, intrinsically motivated employees will "reciprocate" with outstanding performance, innovation, high commitment, and proactive behavior that exceeds expectations, creating a very positive and productive exchange cycle. Intrinsic motivation variables have a significant positive effect on employee performance (Putri & Iryanti, 2023). This is in line with the research of Potu et al., (2021), Maulana, (2019) has a positive and significant effect on employee performance. The third hypothesis in this study is

H3: Intrinsic motivation has a significant positive effect on employee performance.

The empirical model in this study is as follows:



**Figure 1. Research model**

## **METHODOLOGY**

The type of research used in this study is quantitative. The type of data used is primary data obtained directly on a questionnaire to employees of PT MC (Mutiar Cahaya) Slawi in Tegal Regency by distributing it online via google

from, the population of this study were all employees of PT MC (Mutiar Cahaya) Slawi in Tegal Regency totaling 120 employees. Data processing was carried out using SmartPLS 3.0 analysis software, which included outer model and inner model tests, the sampling technique used was purposive sampling technique. with the criteria that contract employees have worked for at least 6 months at PT. MC (Mutiar Cahaya) Slawi in Tegal Regency. The sample size in this study used the Slovin formula with a standard error of 5% to obtain a minimum of 93 respondents. In order to anticipate unfilled and incomplete questionnaires, researchers added 4% of the population. Thus the respondents in this study were 98 people.

Table 1. Indicators of Research Variable Statements

Code	Items
WLB (X1) (Tamsyiatissanusiyah et al., 2022)	
WLB1	Employees can divide their time between giving work to social/family life
WLB2	Employees give more time to their work if they don't have much personal affairs
WLB3	The duties of the employees are not difficult
WLB4	The duties of the employees are the same in their skills and experience
WLB5	Employees and leaders have good interpersonal relationships
POS (X2)(Ummah, 2019)	
POS1	Leader fairness is needed by employees
POS2	Superiors' support for employees greatly affects employee performance
POS3	Employers always give rewards to employees who work.
POS4	Working conditions greatly affect the work comfort of employees
POS5	Employers value employees' contributions to work
POS6	Superiors strongly consider the opinions expressed by employees.
MI (X3)(Mayoan et al., 2019)	
MI1	Superiors always reward outstanding employees
MI2	Appreciation is needed by employees in order to uphold employee performance
MI3	Superiors always give lessons on how to be responsible as an employee's duty
MI4	Work provides an opportunity to learn and develop yourself something different and new
MI5	Employees care about their work and highly value the work that employees do.

KK (Y1)(Ummah, 2019)

KK1	Employees are confident that they can complete work quickly and accurately
KK2	Employees are always able to carry out their duties in accordance with the applicable SOP (operational system)
KK3	Employees manage work very meticulously in getting the job done
CD4	Employees always go to work with a place of time.
KK5	Employees always come home from work according to the predetermined time.
KK6	Employees are always active and diligent in going to work every day
CD7	Employees have the initiative to do their work without waiting for orders from their superiors.
CD7	Employees are able to complete work beyond the specified targets.

## RESEARCH RESULT

Table 2. Responden Rate

Information	Sum
Number of questionnaires distributed	120
Number of questionnaires filled out	113
Number of permanent employee questionnaires	81
Number of employee questionnaires with a minimum of 6 months of work	17
Number of contract employee questionnaires	11
Number of intern employee questionnaires	1
Number of probation employee questionnaires	1
Number of corrupted questionnaires	2

The respondents in this study consisted of 113 employees, of the permanent employees as many as 81 respondents, contract employees with a minimum of 6 months of work as many as 17, contract employees as many as 11 respondents, interns 1 respondent, probation employees 1 respondent, and there were 2 respondents who were damaged, so that this study only recorded permanent employees and employees who worked at least 6 months for a total of 98 respondents.

Table 3. Respondent Description

Characteristics	Category	Sum	Presentase
Gender	Man	28	29%
	Woman	70	71%
Age	Less than 20 years old	14	14%
	21-30	60	61%



Marital Status		31-40	13	13%
		Diatas 40	11	11%
		Marry	36	36%
		Unmarried	62	62%
Final Education	Formal	SMP	1	1%
		SMA	61	62%
		Diploma	12	12%
		Strata (S1)	24	24%

The analysis of respondent characteristics revealed that the majority of the gender in this study was female as many as 70 respondents with a percentage of 71%, far different from the male gender only 28 respondents with a percentage of 29%, because the object of this research was in a supermarket where most of the cashier employees, whose employees were all women, with a dominant age of 21-30 of 60 respondents with a percentage of 61%, for married respondents 36 respondents with a percentage of 36% and unmarried respondents with a total of 62 respondents with a percentage of 62%, and for the last formal education the majority was high school with a total of 61 respondents with a percentage of 62%.

The results of the analysis indicate that female respondents are more dominant than men with the status of mostly unmarried, the majority aged 21-30 years, and the last formal education of high school dominates.

### ***Convergent Validity***

Table 4 the researcher ran twice because there was an indicator that had a < of 0.70 so that it resulted in the 2nd outer loading to select valid data. Variable 1, valid data is 4 data out of 6 data, variable 2, valid data is 5 data out of 7 data, variable 3, valid data is 3 data out of 6 data, variable Y is valid data is 5 data out of 8 data, A study is said to be reliable and valid if the outer loading value is >0.70 with an Average Variance Extracted (AVE) value of  $\geq 0.50$  (Hair et al., 2019). Cronbach's Alpha and Composite Reliability values >0.70, so it can be concluded if the reliability test is met and the construct gives a good indication of reliability. (Nurshoimah et al., 2023)

Table 4. Convergent Validity and Reability

Items	Outer Loading	Cronbach s Alpha	Composite Reliability	AVE
<i>Work Life Balance</i> (WLB) (Tamsyiatissanusiyah et al., 2022)		0.789	0.861	0.607
WLB1	0.727			
WLB3	0.789			

WLB5	0.773			
WLB6	0.824			
<i>Perceived</i>				
<i>Organizational</i>		0.824	0.875	0.584
<i>Support</i>				
(POS)				
(Ummah, 2019)				
POS1	0.790			
POS2	0.749			
POS3	0.741			
POS5	0.787			
POS6	0.751			
Intrinsic Motivation				
(MI)		0.750	0.856	0.666
(Mayoan et al., 2019)				
MI1	0.841			
MI2	0.791			
MI3	0.815			
Employee				
Performance		0.875	0.909	0.667
(KK)				
(Ummah, 2019)				
KK1	0.802			
KK2	0.863			
KK3	0.820			
KK6	0.760			
KK7	0.836			

### *Discriminant Validity*

According to Hasibuan, (2022) Discriminant Validity can be assessed by comparing the square root value of the Average Variance Extracted (AVE) to the correlation value between constructs in the modeler. When the square root value of AVE for each construct is greater than the correlation value of the other constructs, then the model has a good Discriminant Validity. The expected AVE value is greater than 0.5 to indicate adequate validity.

Table 5. Formell-Lacker Criterion

Employee Performance	Intrinsic Motivation	<i>Perceived Organizational Support</i>	<i>Work Life Balance</i>
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Employee Performance	0.817			
Intrinsic Motivation	0.636	0.816		
Perceived Organizational Support	0.597	0.573	0.764	
Work Life Balance	0.559	0.480	0.762	0.779

The results of table 5 of the discrimination test using the Fornell-Larcker Criterion, according to Hair et al., (2019) discriminate validity test above. The data is categorized as having good discrimination if each highest loading factor is compared with the loading factor for other latent variables. Indicates that each latent variable provides a good indication of discriminant validity, although some still provide a measurement indication that is highly correlated with other constructs.

#### ***Coefficient of Determination (R-Square)***

The magnitude of the combination of independent variables affecting the dependent variable can be measured by the value of R<sup>2</sup> which is between the values of 0 and 1 (Frianto, 2021). The R-Square value of 0.502 or 50.2% means that the variation in the value of employee performance variables that can be explained in the variables of *Work Life Balance*, *Perceived Organizational Support*, and intrinsic motivation is only 50.2%, while the remaining 49.8% is explained in variables that are not included in this model.

Table 6. R-Square

	R Square	R Square Adjusted
Employee Performance	0.502	0.486

#### ***Hypothesis Testing Results (Bootstrapping)***

According to (Hair et al., 2019) to measure the significance of statistical coefficients or hypotheses obtained in the *bootstrapping method*. The hypothesis is considered significant if the P Value is <0.05. Positive directional relationships have a positive original sample value (0) and negative directional hypotheses have negative original sample values (0)

Table 7. Hypothesis Testing Results

	Original Sample (0)	T Statistics (  O/STDEV  )	P Values	Decision
<i>Work Life Balance</i> Employee Performance	0.205	5.556	0.079	H1 Rejected
<i>Perceived Organizational Support</i> Employee Performance	0.197	1.489	0.137	H2 Rejected
<i>Intrinsic Motivation</i> Employee Performance	0.425	1.758	0.000	H3 Accepted

From table 7, it can be concluded that the first hypothesis (H1): *Work life balance* has a negative effect on employee performance (t statistic = 5.556 is greater than t table 1.661), then hypothesis two (H2): *Perceived organizational support* does not affect Employee Performance because of the P Value >0.05, and testing the third hypothesis (H3): *Intrinsic motivation* has a significant positive effect on Employee Performance, accepted because of the P Value <0.05 . (t statistic=1.758 greater than t table 1.661)

## DISCUSSION

### **The Effect of Work Life Balance on Employee Performance**

*Work life balance* (WLB) is a state of balance between the demands of work and individual life (Hidayatullah, 2022). In the company's view, *work-life balance* is a challenge to create a supportive culture in the workplace so that employees can focus on their work (Kembuan et al., 2021). A good *work-life balance* can manage time effectively, work according to responsibilities, and feel job satisfaction because it produces positive emotions (Irsyad et al., 2022). *Work-life balance* includes resources for family care, health, and employee welfare, as well as *family-friendly* benefits programs such as *flextime* and job sharing (Suhartini1, 2021). Research by Minarika et al., (2020) provides clues that *work-life balance* has a significant positive influence on employee performance. However, according to Nurshoimah et al., (2023) if there is an imbalance between working time and the role of employees in daily life, it will be very possible that it can interfere with employee performance and lead to a decrease in work quality resulting in the failure to achieve organizational goals. Thus, companies can improve employee performance by implementing policies and programs that support *work-life balance*.

The results of this study are related to the *Social Exchange Theory*, where when organizations invest in employee well-being in *work-life balance* policies and practices, employees view this as a form of support and reward. In return,

employees feel compelled to respond to that kindness by giving their performance, commitment, and positive contribution to the organization, creating mutually beneficial and sustainable relationships. However, according to Frilia Yuwana Irwandi<sup>1</sup>, (2022) research states that *work-life balance* does not significantly affect employee performance.

### **The Effect of Perceived Organizational Support on Employee Performance**

*Perceived organizational support* is a concept that reflects the extent to which employees feel supported by their company, some of the indicators that stand out in this regard include rewards, where the company gives appreciation for tasks completed by employees (Jelita et al., 2024). Various studies show that to get maximum employee performance is influenced by several factors such as *perceived organizational support*. According to Balong et al., (2023) Employees who feel supported by the organization will be tied to the organization's activities and will give their best to achieve the goals of the company. The perception of organizational support plays an important and positive role in employee performance (Neysyah et al., 2023). According to Jelita et al., (2024) some of the indicators that stand out in this regard include awards, where companies give appreciation for tasks completed by employees. To achieve a good workforce capacity, support from agencies or companies is needed. *Perceived organizational support* has a significant positive effect on employee performance (Balong et al., 2023).

Referring to the *Social Exchange Theory*, when an organization provides support that is perceived positively by employees (POS), employees will feel obligated to reciprocate. This retaliation often manifests itself in the form of performance enhancements, higher commitment, and behaviors that support the organization's goals, creating a mutually beneficial cycle of exchange for both parties. However, according to Diana, (2021) it was found that contradictory statements, namely showing that *Perceived Organizational Support* has no effect on employee performance.

### **The Influence of Intrinsic Motivation on Employee Performance**

Intrinsic motivation of employees is believed to have a significant impact on their performance, intrinsic motivation plays a role when it will encourage employees to give their best at their work. Employee knowledge and skills are also important elements when they are going to carry out their duties (Tangko, Salempang, 2024). Also, intrinsic motivation can be influenced by internal organizational factors, for example organizational strategy and the support of resources needed to carry out work (Taufiq, 2023). Thus, organizations can increase employees' intrinsic motivation by providing adequate support and resources. According to (Sayudi, 2021), a better understanding of intrinsic motivation can help organizations in managing human resources effectively.

These findings reinforce the principles of *Social Exchange Theory*, organizations that successfully create an environment where employees can meet their intrinsic motivational needs in creating a comfortable work environment. In return, intrinsically motivated employees will "repay" with exceptional

performance, innovation, high commitment, and proactive behavior that exceeds expectations, creating a highly competitive exchange cycle. positive and productive. Intrinsic motivation variables have a significant positive influence on employee performance (Putri & Iryanti, 2023). This is in line with the research of Potu et al., (2021), Maulana, (2019) has a positive and significant effect on employee performance.

## CONCLUSIONS AND RECOMMENDATIONS

It can be concluded that perceived organizational support does not affect employee performance, on the performance of employees of PT MC (Mutiarah Cahaya Slawi) in Tegal Regency. Although the concept of organizational support is important specifically because it greatly influences employee performance, in practice PT MC (Mutiarah Cahaya Slawi) in Tegal Regency has not been able to have a significant impact due to the lack of justice and support from superiors to employees. On the other hand, *work-life balance* has a positive and insignificant effect on employee performance, while intrinsic motivation has a positive and significant effect on employee performance.

Advice for HRD (*Human Resources Development*) PT MC (Mutiarah Cahaya Slawi) in Tegal Regency is that it is recommended to continue to improve *work-life balance* to provide a balance between work and daily life, HRD is also advised to pay more attention to *perceived real and clear organizational support*, in terms of fairness and appreciation. Also, strengthening intrinsic motivation, the Company can reward employees to encourage the main factors behind individual actions.

Advice for employees of PT MC (Mutiarah Cahaya Slawi) in Tegal Regency to maintain organizational support and maintain open communication with superiors when there is a lack of organizational support. Employees must also be able to balance work and daily life, as well as be positive about the challenges faced at work and daily life, and employees are expected to create the main motivation behind individual actions and employees must also have a deep understanding of how individual needs and motivations interact can help the company achieve long-term success.

## ADVANCED RESEARCH

This research is expected to be the basis for research, variables are important in employee performance in the self-service sector where employees need a work-life balance, as well as organizational support, and the main motivation behind individual actions. Also, the object of research can be expanded to other self-service sectors or universities in different regions so that the research results are more varied and stronger. This is important to do considering that the R-Squared value of 51% means that the variation in the value of employee performance variables that can be explained in the variables of *work life balance*, *perceived organizational support*, and intrinsic motivation is only 51%, while the remaining 49% is explained in variables that are not included in this model.

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