

THE INFLUENCE OF WORK-LIFE BALANCE, ADAPTIVE PERFORMANCE, AND PERCEIVED ORGANIZATIONAL SUPPORT ON EMPLOYEE PERFORMANCE AT CV. SS JAYA GRUP

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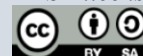
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ABSTRACT

Employee performance is one of the important factors in supporting the achievement of organizational goals and is influenced by individual conditions and work environment support. This study aims to analyze the influence of work-life balance, adaptive performance, and perceived organizational support on employee performance on CV. SS JAYA GRUP as a medium-scale company. The research uses a quantitative approach with an explanatory research design. The entire population of 40 employees was sampled through saturated sampling techniques. Data collection was carried out using a four-point Likert scale questionnaire, then analyzed through validity, reliability, classical assumption test, simple regression, and multiple linear regression. The results showed that work-life balance, adaptive performance, and perceived organizational support partially and simultaneously had a positive and significant effect on employee performance, with a determination coefficient of 72.9%. Among these variables, Work-Life Balance had the most substantial effect on employee performance. This research provides empirical insights into the relationship between individual and organizational factors in shaping employee performance in medium-sized companies.

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INTRODUCTION

Changes in work patterns in various business sectors indicate an increasing demand for higher employee performance. Organizations not only aim to achieve superior work outcomes but also expect consistency in the quality, timeliness, and ability of employees to adapt to ongoing changes. This condition positions employee performance as a key indicator in determining the success of an organization. Employee performance is no longer seen solely as a result of work but also includes work attitudes, initiative, and the ability to perform roles effectively.

Employee performance is shaped through the interaction of internal and external factors. Internal factors are related to individual conditions, such as skills, motivation, and readiness to cope with work pressure. External factors are related to the work environment, including organizational policies, employment relationships, and support provided by the company. An imbalance between job demands and individual conditions can lead to a decline in

performance, which in turn affects the productivity of the organization. Therefore, organizations are required to pay attention to various aspects that can affect employee performance (Febriantina et al., 2025).

Attention to work-life balance continues to increase alongside growing awareness that employees are not only workers but also individuals with lives outside of work. Work-Life Balance refers to employees' ability to manage their time, energy, and attention between job responsibilities and personal life. Employees who are able to maintain this balance tend to have more stable psychological conditions and are able to work with greater focus. Research by Nuurramadhan dan Darmastuti (2024) indicates that work-life balance is associated with improved job satisfaction and employee performance.

Poorly maintained work-life balance can lead to various negative consequences, such as job fatigue, decreased motivation, and decreased work quality. A poorly maintained work-life balance can lead to various negative consequences, such as work burnout, decreased motivation, and decreased work quality. Employees who experience work pressure without adequate rest tend to experience a decrease in concentration levels. This condition affects their accuracy in completing tasks as well as the quality of the results produced. Research by Nenden dan Sari (2026) suggests that the imbalance between work and personal life is associated with increased work stress, which ultimately leads to a decline in employee performance.

In addition to work-life balance, the ability to adapt to change has become an increasingly significant factor. Changes in the work environment can include technological advancements, modifications to work procedures, or shifts in organizational systems. Adaptive performance is not limited to technical skills but also involves creative thinking, flexibility in carrying out tasks, and the ability to build effective working relationships. Employees with strong adaptive abilities tend to adapt more easily to change and are able to maintain their performance under a variety of conditions. Adaptive performance is positively associated with employee performance, as adaptability helps employees cope with changing job demands (Aji & Hartono, 2026).

Another factor that plays a role in influencing employee performance is perceived organizational support. This perception relates to how employees evaluate the organization's concern for their well-being and contributions. Organizational support can be in the form of fair policies, attention from supervisors, and recognition of employee performance achievements. Perceived organizational support is closely related to employee motivation. Employees who feel supported are more motivated to make their best contributions. This condition leads to improved work quality as well as greater employee involvement in organizational activities. Research shows that perceived organizational support has a positive effect on employee performance through increased work engagement (Galuh et al., 2025).

The relationship between Work-Life Balance, adaptive performance, and perceived organizational support suggests that employee performance is influenced by a variety of interrelated factors. Work-life balance plays a role in maintaining employees' psychological well-being, adaptive performance supports their ability to cope with change, while perceived organizational support strengthens the relationship between employees and the organization. These three factors can serve as a basis for organizations to improve employee performance on an ongoing basis.

CV. SS JAYA GROUP, as a researched company, operates in an environment that demands employees to perform optimally. Employees face job demands that require accuracy, speed, and adaptability to ongoing changes. Based on preliminary observations, there are conditions in which employees must balance their work responsibilities with their personal lives to avoid a decline in performance. In this context, the ability to adapt to changes in the workplace and the perception of organizational support are important factors that affect employee performance.

CV. SS JAYA GRUP as a medium-scale company faces operational demands that require work accuracy, adaptability, and supportive working relationships. Based on the initial conditions observed, employees face the need to balance work responsibilities with personal lives, adjust to job changes, and build a positive perception of organizational support. These conditions make these three variables relevant to be analyzed in relation to employee performance. Based on this description, this study aims to analyze the influence of *work-life balance*, *adaptive performance*, and *perceived organizational support* on employee performance on CV. SS JAYA GROUP, both partially and simultaneously. This research is expected to strengthen empirical evidence regarding factors that affect employee performance in medium-scale companies and provide a basis for human resource management decision-making.

METHODS

This study uses a quantitative approach with an explanatory research design to test the influence of work-life

balance, adaptive performance, and perceived organizational support on employee performance. The quantitative approach was chosen because it allows the measurement of the relationship between variables empirically through statistical testing, while the explanatory research design is used to explain the causal relationship between independent variables and dependent variables through hypothesis testing (Sari et al., 2022).

The subjects of the study were all employees of CV. SS JAYA GROUP which amounted to 40 people. Because the population is relatively limited, the study uses saturated sampling techniques, so that all members of the population are made as respondents. The use of multiple linear regression in the sample number is still considered feasible because the number of observations meets the minimum ratio of observations to the number of predictors, which is more than ten observations for each independent variable in the model. However, the results of this study are still limited to the company's internal context so that the generalization of findings needs to be done carefully.

The research variables consisted of work-life balance (X1), adaptive performance (X2), perceived organizational support (X3), and employee performance (Y). The measurement of all variables was carried out using a four-point Likert scale questionnaire, namely score 1 = strongly disagree, score 2 = disagree, score 3 = agree, and score 4 = strongly agree. The use of a four-point scale is intended to avoid neutral choices so that respondents give more emphatic answers according to perceived conditions (Dewi, 2022).

Work-life balance variables are measured using 6 statement items that refer to the indicator Rizqiyah (2024), including work quality, work quantity, timeliness, cost-effectiveness, supervision needs, and interpersonal impact. Adaptive performance variables were measured using 6 items based on indicators which includes creative problem-solving skills, dealing with uncertain work situations, mastery of work tasks and procedures, the ability to maintain adaptive interpersonal relationships, work culture adaptation, and physical adaptation to work. The perceived organizational support variable is measured through 3 items referring to Kim et al. (2022) supported by Rahmawati et al. (2022), namely organizational fairness, supervisor support, as well as organizational rewards and working conditions. Employee performance variables were measured using 5 items based on indicators Sutrisno (2016), including work results, work knowledge, initiative, attitude, as well as time and attendance discipline.

The research instrument was prepared in the form of a closed statement that was given directly to all respondents. Before being used in the main analysis, all items were tested through validity and reliability tests. The validity test was conducted using item-total correlation to ensure that each item was able to represent the measured construct, while reliability was assessed through Cronbach's Alpha coefficient with a minimum limit of 0.70. All indicators that met the validity and reliability criteria were declared consistent as measurement constructs in the study (Amalia & Arthur, 2023).

Data analysis techniques included descriptive statistical analysis and regression analysis. Descriptive analysis was Data analysis was carried out through descriptive statistics, validity tests, reliability tests, classical assumption tests, simple linear regression, and multiple linear regressions. Descriptive statistics were used to describe respondent characteristics and answer tendencies on each variable. Simple linear regression was used to test the partial influence of each independent variable on employee performance, while multiple linear regression was used to test the simultaneous influence of three independent variables on dependent variables (Sari et al., 2022).

RESULTS

This section presents the results of data processing obtained from 40 employee respondents of CV. SS JAYA GRUP. The analysis was conducted through several stages, including descriptive statistics, instrument testing, classical assumption testing, and hypothesis testing using both simple and multiple regression analyses. The findings of this analysis are used to address the research objectives that have been previously formulated.

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	24	60,0
	Female	16	40,0
Age	< 20 Years	2	5,0
	20 - 30 Years	27	67,5

Characteristics	Category	Frequency	Percentage (%)
Years of Employment	31 - 40 Years	10	25,0
	≥ 40 Years	1	2,5
	< 1 Years	7	17,5
	1 - 3 Years	22	55,0
	4-5 Years	7	17,5
	≥ 5 Years	4	10,0

Source: Processed primary data, 2026

Based on Table 1, respondent characteristics can be described in terms of gender, age, and length of employment. In terms of gender, respondents were predominantly male, totalling 24 individuals or 60,0 percent, while female respondents accounted for 16 individuals or 40,0 percent. This composition indicates that the workforce in the company is largely dominated by male employees.

Based on age, the majority of respondents were within the 20 to 30-year age range, totalling 27 individuals or 67,5 percent. This age group represents employees in their productive years, who generally possess strong work capabilities and high energy levels. Respondents aged 31 to 40 years amounted to 10 individuals or 25,0 percent, while those under 20 years old were 2 individuals or 5,0 percent, and those aged 40 years or above were 1 individual or 2,5 percent. This distribution indicates that the workforce is dominated by younger employees who tend to have a good capacity for adapting to workplace changes.

Based on length of employment, most respondents had worked for 1 to 3 years, totalling 22 individuals or 55,0 percent. This condition suggests that the majority of employees have sufficient work experience to understand their job duties and responsibilities. Respondents with less than 1 year of experience accounted for 7 individuals or 17,5 percent, those with 4 to 5 years of experience also totalled 7 individuals or 17,5 percent, while those with 5 years or more amounted to 4 individuals or 10,0 percent. This distribution reflects a combination of relatively new employees and those with longer work experience.

The respondent characteristics indicate that most employees are within a productive age range and possess adequate work experience. This condition suggests that respondents have the capacity to provide relevant assessments regarding the variables under study. Descriptive statistical analysis was conducted to provide a general overview of each research variable based on respondents' answers. These results are used to identify data trends before proceeding to further analysis.

Table 2. Descriptive Statistics of Research Variables

Variable	N	Minimum	Maximum	Mean	Std. Deviation	Category
Work-Life Balance (X1)	40	10	24	19,43	3,145	High
Adaptive Performance (X2)	40	11	23	19,47	3,088	High
Perceived Organizational Support (X3)	40	5	12	9,72	1,783	High
Employee Performance (Y)	40	9	20	16,43	2,697	High

Source: SPSS output, processed primary data, 2026

Based on Table 2, all research variables have mean values that fall within the high category. Work-Life Balance has a mean score of 19,43 with a standard deviation of 3,145. The minimum value of 10 and maximum value of 24 indicate that most respondents perceive their work-life balance to be at a good level. The relatively moderate data dispersion suggests that respondents' perceptions vary but still show a generally high tendency.

Adaptive Performance has a mean value of 19,47 with a standard deviation of 3,088. This indicates that employees' ability to adapt to workplace changes is at a favourable level. The minimum value of 11 and maximum value of 23 suggest that respondents have relatively consistent adaptive abilities. Perceived Organizational Support has a mean score of 9,72 with a standard deviation of 1,783, indicating that employees perceive organizational support in terms of attention, fairness, and recognition. The relatively low variation in data suggests that respondents' perceptions are fairly consistent. Employee Performance has a mean value of 16,43 with a standard deviation of 2,697, indicating that employee performance is categorized as high. The minimum value of 9 and maximum value of 20

show that most employees demonstrate good performance.

The descriptive statistical results indicate that all research variables are categorized as high. This condition suggests that employees maintain a good work-life balance, possess adequate adaptive abilities, perceive positive organizational support, and demonstrate high performance. After obtaining an overall description of the research variables, the next step is to conduct validity and reliability testing. These tests aim to ensure that the research instruments accurately and consistently measure the variables.

Table 3. Validity and Reliability Test

Variable	Correlation Value (r count)	Sig.	Validity Criteria	Note	Cronbach's Alpha	Reliability Criteria	Note
Work-Life Balance (X1)	0,665 - 0,844	0,000	Sig < 0,05	Valid	0,854	$\alpha > 0,70$	Highly Reliable
Adaptive Performance (X2)	0,714 - 0,824	0,000	Sig < 0,05	Valid	0,884	$\alpha > 0,70$	Highly Reliable
Perceived Organizational Support (X3)	0,746 - 0,859	0,000	Sig < 0,05	Valid	0,756	$\alpha > 0,70$	Reliable
Employee Performance (Y)	0,660 - 0,896	0,000	Sig < 0,05	Valid	0,877	$\alpha > 0,70$	Highly Reliable

Source: SPSS output, processed primary data, 2026

Based on Table 3, all statement items for each variable have a significance value of 0,000, which is below the threshold of 0,05. The calculated correlation (R-value) for all items exceeds the required minimum level, indicating that all items are valid. These findings show that each statement item is able to accurately measure the intended variable. Cronbach's Alpha values for Work-Life Balance, Adaptive Performance, Perceived Organizational Support, and Employee Performance were 0,854, 0,884, 0,756, and 0,877, respectively. All of these values exceeded 0,70, indicating that the instrument was reliable. These results showed that the measurement instruments had a high degree of consistency in assessing the study variables.

The results of this test show that the questionnaire meets the criteria of validity and reliability, making it suitable for further analysis. After confirming that the instrument is valid and reliable, the next step is to perform a classical assumption test. This test is intended to ensure that the data meets the requirements of regression analysis so that the results obtained can be considered reliable.

Table 4. Classical Assumption Test Results

Test Type	Variable	Statistical Value	Criteria	Description
Normality Test (Kolmogorov-Smirnov)	Residual	Asymp. Sig > 0,05 (indicating a normal model)	Sig > 0,05	Data is normally distributed
Multicollinearity Test	X1, X2, X3	Tolerance = 0,640 - 0,742 VIF = 1,085 - 1,587	Tolerance > 0,10 VIF < 10	No multicollinearity
Heteroscedasticity Test (Glejser)	X1, X2, X3	Sig = 0,112 - 0,322	Sig > 0,05	No heteroscedasticity

Source: SPSS output, processed primary data, 2026

Based on Table 4, the normality test results show that the significance value is greater than 0,05, indicating that the residual data is distributed normally. This condition confirms that the regression model meets the normality assumption. The results of the multicollinearity test show that the tolerance values range from 0,640 to 0,742, while the VIF values range from 1,085 to 1,587. These values meet the necessary criteria, indicating that there is no strong correlation between independent variables. Therefore, the regression model is free of multicollinearity.

The results of the heteroscedasticity test show that the significance value ranges from 0,112 to 0,322 and meets the established criteria, indicating that heteroscedasticity does not exist. This implies that the residual variance remains constant. Overall, the classical assumption test confirms that the regression model meets all the necessary requirements and is appropriate for hypothesis testing. Once all assumptions are met, the analysis continues with a simple regression. This test is performed to determine the partial effect of each independent variable on the dependent variable.

Table 5. Simple Regression Results

Independent Variable	B	t	Sig.	R	R ²	F	Sig. F
Work-Life Balance (X1)	0,844	4,728	0,000	0,847	0,716	264,000	0,000
Adaptive Performance (X2)	0,657	3,812	0,000	0,805	0,648	157,476	0,000
Perceived Organizational Support (X3)	0,625	3,013	0,000	0,782	0,610	137,600	0,000

Source: SPSS output, processed primary data, 2026

Based on Table 5, Work-Life Balance has a regression coefficient of 0,844 with a significance value of 0,000. This indicates that Work-Life Balance has a positive and significant effect on employee performance. The coefficient of determination of 0,716 suggests that 71,6 percent of the variation in employee performance can be explained by Work-Life Balance.

Adaptive Performance has a regression coefficient of 0,657 with a significance value of 0,000. These results indicate that adaptive performance has a positive and significant influence on employee performance. The coefficient of determination of 0,648 shows that 64,8 percent of the variation in employee performance can be explained by adaptive performance.

Perceived Organizational Support has a regression coefficient of 0,625 with a significance value of 0,000. This indicates that perceived organizational support has a positive and significant effect on employee performance. The coefficient of determination of 0,610 shows that 61,0 percent of the variation in employee performance can be explained by perceived organizational support.

These findings indicate that all three independent variables have a significant partial effect on employee performance. After identifying the individual effects of each variable, the analysis proceeds with multiple regression. This test aims to determine the simultaneous influence of the independent variables on the dependent variable.

Table 6. Multiple Regression Results ($X_1, X_2, X_3 \rightarrow Y$)

Variable Independent	B	t	Sig.	R	R ²	F	Sig. F
(Constant)	0,929	0,261	0,241				
Work-Life Balance (X1)	0,321	2,013	0,012				
Adaptive Performance (X2)	0,286	2,014	0,014	0,854	0,729	72,914	0,000
Perceived Organizational Support (X3)	0,252	2,022	0,022				

Source: SPSS output, processed primary data, 2026

Based on the results of multiple regression analysis, it was found that all independent variables Work-Life Balance, adaptive performance, and perceived organizational support had a significant influence on employee performance. As previously explained, the significance value for each variable was below 0,05, 0,012 for Work-Life Balance, 0,014 for adaptive performance, and 0,022 for perceived organizational support. These values showed that the three variables simultaneously contributed to changes in employee performance.

The regression coefficient showed that Work-Life Balance had a value of 0,321, adaptive performance had a value of 0,286, and perceived organizational support had a value of 0,252. These findings show that Work-Life Balance contributes more than any other variable. This implies that work-life balance is a factor that affects employee performance. Although adaptive performance and perceived organizational support also make significant contributions, the effect is comparatively lower compared to Work-Life Balance.

A correlation coefficient value of 0,854 indicates a strong relationship between independent variables and employee performance. A determination coefficient value of 0,729 indicates that 72,9 percent of employee performance variations can be explained by all three variables, while the remaining portion is influenced by other factors outside the scope of this study, such as leadership style, work environment, or other individual-related factors.

When associated with conditions in the CV. SS JAYA GROUP, these findings illustrate that employee performance is not determined by a single factor but rather by the interaction of several elements that support each other. Employees who are able to maintain a balance between work and personal life tend to have more stable physical and mental conditions, thus allowing them to perform optimally. In addition, employees' adaptive abilities help them cope with changes in their jobs, allowing tasks to be completed effectively without significant obstacles.

Organizational support, reflected in supervisory attention, fairness in policies, and recognition of work achievements, provides an incentive for employees to improve their performance. This condition suggests that a

supportive work environment combined with strong individual abilities can produce optimal performance outcomes. Based on this analysis, it is evident that companies need to pay attention to work-life balance, adaptability, and organizational support at the same time in order to continuously improve employee performance.

DISCUSSION

Work-Life Balance and Employee Performance

Based on the results of descriptive statistics, the Work-Life Balance variable has an average value of 19,43 and is categorized as high. This shows that employees of CV. SS JAYA GRUP are generally able to maintain a good balance between their professional responsibilities and personal lives. They are able to manage work time, complete tasks according to targets, and still allocate time to meet personal needs. The relatively moderate distribution of data also shows that respondents have a fairly consistent perception of the balance between work and personal life.

The results of a simple regression analysis showed that the Work-Life Balance had a coefficient value of 0,844 with a significance level of 0,000. Since the significance value was below 0,05, this suggests that the Work-Life Balance has a positive and significant influence on employee performance. Furthermore, the determination coefficient of 0,716 implies that the Work-Life Balance accounts for 71,6 percent of the variation in employee performance. These findings highlight that work-life balance contributes substantially to improving employee performance.

These findings suggest that Work-Life Balance is not just about dividing time between work and personal life, but it also involves how employees manage their energy and maintain focus while working. Employees who are able to maintain that balance tend to be in better physical condition, allowing them to perform their tasks more consistently. Additionally, this balance has a positive impact on their psychological well-being, including lower stress levels and increased concentration when completing tasks. Employees who are not overwhelmed by excessive work pressure are more likely to produce work that is accurate and meets organizational standards.

Work-life balance is also related to how employees perceive their work as a well-managed part of their lives, rather than as a burden that creates stress. This perception encourages more positive work attitudes, such as greater responsibility, discipline, and initiative. Employees with a good level of work-life balance are generally able to complete tasks on time without sacrificing the quality of their work. As a result, these conditions directly contribute to improved overall performance.

The results of this study are consistent with the findings of the Sunyoto dan Mulyono (2025) which states that Work-Life Balance is associated with improved psychological well-being among employees. Their study explains that employees who maintain a work-life balance tend to experience lower levels of stress and higher job satisfaction. Stable psychological conditions contribute to better focus and better quality work outcomes. In addition, their findings suggest that psychological well-being acts as a reinforcing factor in the relationship between Work-Life Balance and employee performance.

Similarly, research conducted by Lestari et al. (2024), shows that work-life balance is closely related to job satisfaction, which in turn improves employee performance. The study explains that employees who are able to balance their professional and personal lives tend to experience lower levels of work burnout. Reducing burnout leads to higher productivity and improved work quality. Referring to these findings, it can be concluded that employees at CV. SS JAYA GROUP who are able to maintain a work-life balance are better able to perform optimally. They not only focus on completing tasks but also take care of their physical and mental well-being, thus allowing them to maintain a high level of performance.

Adaptive Performance and Employee Performance

Based on the descriptive statistical results, the adaptive performance variable has a mean value of 19.47 and falls into the high category. This indicates that employees at CV. SS JAYA GRUP generally possess a strong ability to adjust to changes in their work environment. They are capable of dealing with work conditions that are not always stable, whether related to job tasks, work procedures, or interactions with colleagues. The relatively even distribution of data suggests that most respondents demonstrate a fairly consistent level of adaptability.

The results of the simple regression analysis show that adaptive performance has a coefficient value of 0,657 with a significance level of 0,000. Since the significance value is below 0,05, this indicates that adaptive performance

has a positive and significant effect on employee performance. The coefficient of determination of 0,648 implies that adaptive performance explains 64,8 percent of the variation in employee performance. This finding suggests that adaptability makes a substantial contribution to improving performance.

These findings indicate that adaptive performance is not merely about the ability to follow changes, but also reflects an individual's readiness to deal with unexpected work situations. Employees who possess strong adaptive capabilities tend to encounter fewer difficulties when changes occur in tasks or within the work environment. They are able to quickly understand new situations and adjust their working methods accordingly, allowing them to complete their tasks effectively. This condition contributes to maintaining performance stability even when changes occur in the workplace.

Adaptive performance is also closely related to creative problem-solving skills. Adaptive employees not only rely on existing work procedures but are able to develop alternative approaches when facing obstacles. This ability contributes to more efficient task completion and improves the quality of work outcomes (Handayani, 2024). Adaptability is further associated with employees' readiness to deal with technological changes and evolving work systems. Employees with high adaptability tend to learn new things more easily and do not experience significant difficulties when adjustments to work procedures occur. This condition benefits the organization, as employees are able to maintain productivity despite changes in the work system (Nadya & Mufaqiroh, 2025).

The findings of this study are consistent with the findings of the Putri et al. (2024) which shows that adaptive performance is positively related to employee performance. Their study explains that employees who are able to adapt to change can maintain the quality of their work in a variety of working conditions. Adaptability helps employees manage uncertainty and complete tasks more effectively.

Similarly, research by Gorostiaga et al. (2022) shows that adaptive performance is associated with work effectiveness and quality of results. This study explains that employees with high adaptability tend to be more flexible in carrying out their duties and are better able to adapt to organizational changes. If related to conditions in CV. SS JAYA GROUP, these findings show that employee adaptability is an important factor that supports performance. Employees who are able to adjust to changes in their work can continue to perform effectively despite facing different conditions. This ability helps them maintain the quality of work and complete tasks according to set targets.

Perceived Organizational Support and Employee Performance

Based on the descriptive statistical results, the perceived organizational support variable has a mean value of 9,72 and is categorized as high. This indicates that employees of CV. SS JAYA GRUP perceive that the organization provides adequate attention to their well-being and contributions. This perception is reflected in organizational fairness, supervisor support, and the provision of rewards that align with employee performance. The relatively low variation in data suggests that respondents have a consistent perception of organizational support.

The results of the simple regression analysis show that perceived organizational support has a coefficient value of 0,625 with a significance level of 0,000. Since the significance value is below 0,05, this indicates that perceived organizational support has a positive and significant effect on employee performance. The coefficient of determination of 0,610 suggests that perceived organizational support explains 61,0 percent of the variation in employee performance.

These findings indicate that employees' perceptions of organizational support are strongly associated with the level of performance they demonstrate in their work. Employees who feel that they are valued by the organization tend to develop a stronger attachment to their jobs. This sense of appreciation encourages them to exhibit more responsible work attitudes and strive to produce better outcomes (Retnowati & Darmawan, 2022). Organizational support is not merely seen as a set of policies, but also as a reciprocal relationship between employees and the organization.

Perceived organizational support is also closely linked to employees' trust in the organization. When employees believe that the organization treats them fairly and values their contributions, they are more likely to develop a higher level of trust. This trust motivates them to work with greater commitment and to maintain the quality of their performance. Employees are not only fulfilling their obligations but are also driven to contribute more to the organization (Herminingsih & Magfuroh, 2024).

Support from supervisors plays an important role in shaping this perception. Supervisors who provide clear

direction, show concern for employee needs, and offer constructive feedback can increase work motivation (Ammu & Sovitriana, 2026). Employees who receive this support tend to feel more confident in carrying out their duties. The findings of this study are consistent with the findings of this study Savio et al. (2023) which shows that perceived organizational support affects employee work engagement and performance. Their study explains that employees who feel supported by organizations tend to show higher levels of work engagement. This engagement contributes to improved work quality and productivity. Similarly, research by Veronika et al. (2024), shows that perceived organizational support has a positive relationship with employee performance through increased work motivation. Organizational support increases employee enthusiasm, leading to greater commitment in performing their duties.

Referring to these findings in the context of CV. SS JAYA GROUP, the organizational support felt by employees has contributed to the performance they show. Employees who feel they are being cared for by the organization tend to show a better work attitude and are able to complete tasks more effectively. This implies that perceived organizational support is an important factor in improving employee performance. The results of this study support the hypothesis that perceived organizational support has a positive and significant effect on employee performance.

Work-Life Balance, Adaptive Performance, and Perceived Organizational Support on Employee Performance

Based on the descriptive statistical results, all research variables show mean values within the high category. Work-Life Balance has a mean score of 19,43, adaptive performance 19,47, and perceived organizational support 9,72. Employee performance, as the dependent variable, has a mean value of 16.43, which also falls within the high category. These values indicate that employees at CV. SS JAYA GRUP generally experience favourable working conditions in terms of work-life balance, adaptability, and perceived organizational support. This situation is reflected in the relatively high level of employee performance.

The results of the multiple regression analysis show that Work-Life Balance has a significance value of 0,012, adaptive performance 0,014, and perceived organizational support 0,022. All significance values are below 0,05, indicating that the three independent variables simultaneously have a significant effect on employee performance. The correlation coefficient of 0,854 indicates a strong relationship between the independent variables and employee performance. Meanwhile, the coefficient of determination of 0,729 shows that 72,9 percent of the variation in employee performance can be explained by Work-Life Balance, adaptive performance, and perceived organizational support, while the remaining portion is influenced by other factors outside this study.

These findings suggest that employee performance is shaped through the interaction of individual and organizational factors. Work-Life Balance plays a role in maintaining employees' physical and psychological well-being, enabling them to perform their tasks more consistently. Adaptive performance supports employees in responding to changes and completing tasks under varying work conditions. Meanwhile, perceived organizational support contributes to the development of positive work attitudes by fostering a sense of appreciation and organizational care. Together, these three factors complement one another and contribute to improved employee performance.

The findings also indicate that Work-Life Balance has the strongest influence compared to the other variables. This suggests that maintaining a balance between work and personal life plays a central role in shaping employee performance. Employees who are able to maintain this balance tend to work more effectively and consistently. Although adaptive performance and perceived organizational support also contribute significantly, their influence is relatively smaller than that of Work-Life Balance.

These results are consistent with the study conducted by Risman (2023) which highlights that employee performance is influenced by a combination of individual and organizational factors. The study emphasizes that performance cannot be explained by a single factor, but rather by the interaction of multiple related elements. Similarly, Mulyadi et al. (2023) found that work-life balance and organizational support jointly influence employee performance through improved psychological conditions. Another study by Soelistya (2025) explains that adaptive performance plays an important role in maintaining performance stability in dynamic work environments. When adaptive performance is combined with work-life balance and organizational support, employees are better prepared to perform optimally.

Employee performance at CV. SS JAYA GRUP is therefore not determined by a single factor but results from

the interplay of multiple interrelated elements. Employees who maintain a good work-life balance, possess strong adaptive abilities, and perceive organizational support tend to demonstrate higher levels of performance. These findings suggest that organizations need to address these three aspects simultaneously in their efforts to improve employee performance. The results of this study support the hypothesis that Work-Life Balance, adaptive performance, and perceived organizational support have a significant simultaneous effect on employee performance. Furthermore, the findings indicate that an integrated approach combining individual and organizational factors can lead to more optimal performance outcomes.

CONCLUSION

This study aims to analyze the influence of work-life balance, adaptive performance, and perceived organizational support on employee performance on CV. SS JAYA GROUP. The results of the study show that these three variables have a positive and significant influence on employee performance, both partially and simultaneously. These findings show that employee performance is not only influenced by the individual's ability to carry out tasks, but also by the ability to adapt to changes and perceptions of the support provided by the organization.

Work-life balance plays a role in helping employees maintain stable working conditions through the balanced management of work and personal life responsibilities. This condition allows employees to work more focused and consistently. Adaptive performance shows the importance of employees' ability to deal with changes in work situations, adjust work procedures, and maintain work effectiveness in dynamic conditions. Meanwhile, perceived organizational support shows that organizational attention, supervisor support, and appreciation for employee contributions also strengthen motivation and work commitment.

Simultaneously, these three variables show that improving employee performance in medium-sized companies requires an approach that not only focuses on individual factors, but also on the quality of the organization's relationship with employees. In the context of CV. SS JAYA GROUP, a combination of work balance, adaptability, and organizational support are complementary elements in shaping more optimal work performance.

Practically, the results of this research can be the basis for companies to design policies that support proportionate workload management, strengthen employee adaptability, and increase organizational attention to employee needs. This research has limitations on the relatively limited number of respondents and the scope of the research that only includes one company, so the results of the research need to be understood in a specific context. Further research is suggested to involve a wider scope of respondents, add other relevant variables, and use a more diverse methodological approach to obtain a more comprehensive picture of the factors that affect employee performance.

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