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Factors Affecting Employee Performance: Analysis of Work-Life Balance, Competence, Employee Welfare, and Career Development

Esti Liana¹, Hartono Hartono²¹Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, estimrshartono@gmail.com²Bukit Asam, Tanjung Enim, Indonesia, hartono.030286@gmail.com*Corresponding Author: estimrshartono@gmail.com¹

Abstract: The purpose of this literature research is expected to build a hypothesis regarding the influence between variables that can later be used for further research in the scope of human resource management. The literature review research article on factors that influence employee performance: analysis of work life balance, competence, employee welfare and career development is a scientific literature article in the scope of human resource management science. The approach used in this literature review research is descriptive qualitative. The data collection technique is to use literature studies or conduct a review of relevant previous articles. The data used in this descriptive qualitative approach comes from previous research that is relevant to this research and is sourced from academic online media such as the Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Emerald, Sage, WoS, Sinta Journal, DOAJ, EBSCO, Google Scholar and digital reference books. The results of this literature review article are: 1) Work Life Balance affects Employee Performance; 2) Competence affects Employee Performance; 3) Employee Welfare affects Employee Performance; and 4) Career Development affects Employee Performance.

Keyword: Employee Performance, Work Life Balance, Competence, Employee Welfare, Career Development

INTRODUCTION

In an era of globalization and increased competition, employee performance is one of the most important aspects determining an organization's success. Optimal performance not only helps organizations achieve their goals, but also fosters a productive and harmonious work atmosphere. However, employee performance is influenced by a variety of complicated and interconnected elements. To obtain the best possible results, organizations must understand and control the elements that influence employee performance. This article examines four major aspects that influence employee performance: work-life balance, competence, employee welfare, and career advancement (Ali et al., 2023).

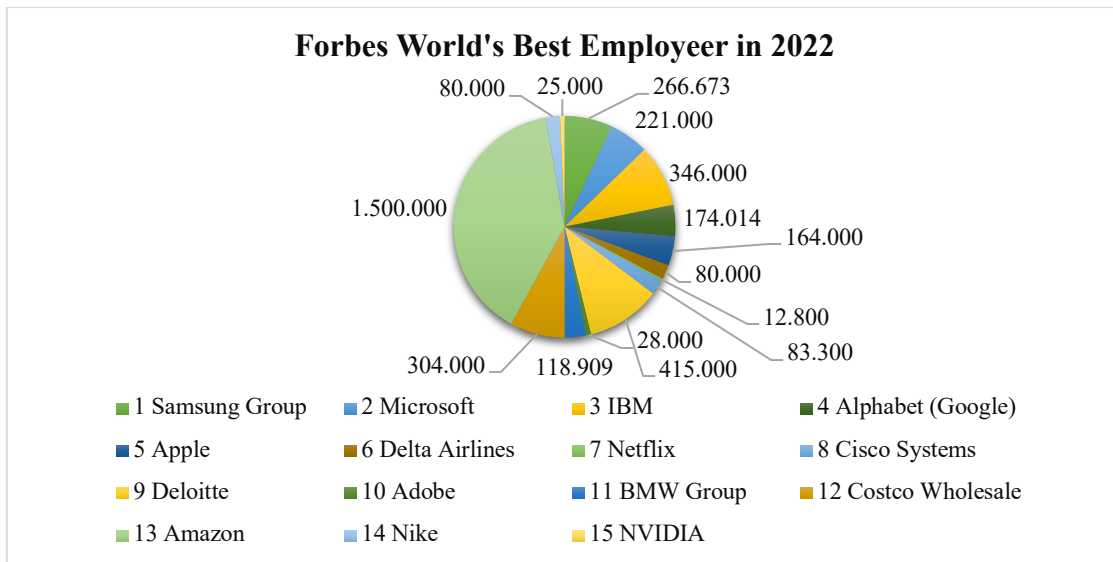


Figure 1. Data Forbes World’s Best Employer in 2022
Source: Forbes, Data Diolah 2024

Based on figure 1 above, it is known that the companies that have the best employees in the world in 2022, ranks 1 to 5 are occupied by IT, Internet, Software and Technology-based companies. In 1st place is the Samsung Group, a company from South Korea with 266,673 employees. Then in 2nd place is Microsoft, a company from the United States with 221,000 employees. In 3rd place is IBM, a company from the United States with 346,000 employees. In 4th place is Alphabet (Google) with 174,014 employees. And in 5th place is Apple, a company from the United States with 164,000 employees.

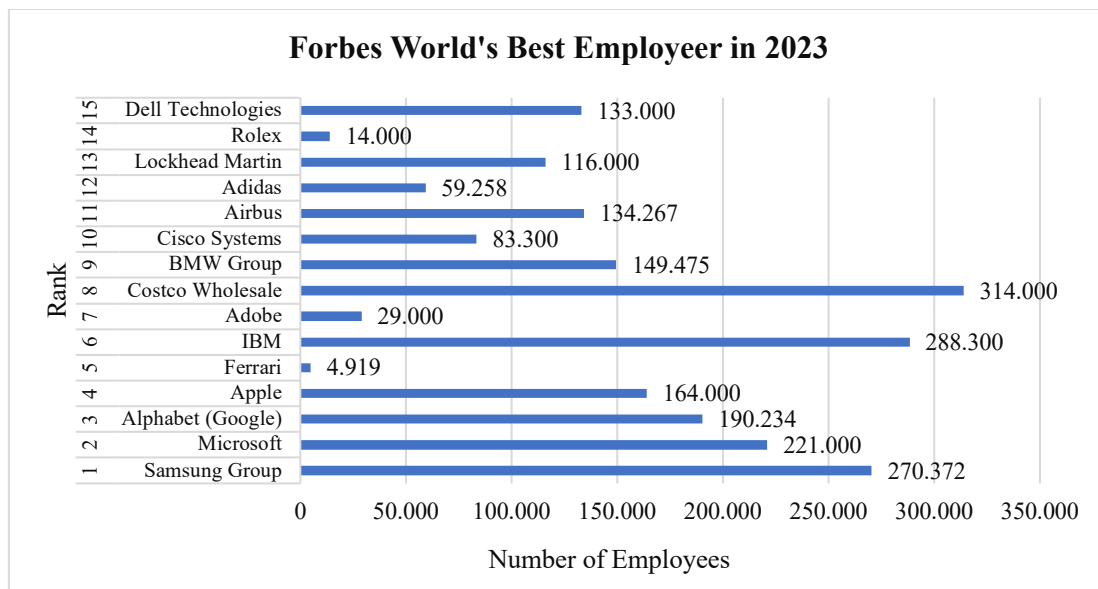


Figure 2. Data Forbes World’s Best Employer in 2023
Source: Forbes, Data Diolah 2024

Based on figure 2 above, it is known that the companies that have the best employees in the world in 2023, uniquely, ranks 1 to 4 are occupied by IT, Internet, Software and Technology-based companies. In 1st place is the Samsung Group, a company from South Korea with 270,372 employees. Samsung Group managed to achieve this position because of their ability to manage the Company. One of the factors related to human resources, Samsung

Group considers the presence of employees as additional experience and new perspectives for Samsung Group, thus making tomorrow better (innovation).

Samsung Group, Microsoft, and Alphabet companies experienced an increase in the number of employees and no reduction in the number of employees from 2022 to 2023. Samsung Group experienced an increase in the number of employees by 3,699 people from 2022 to 2023, then Microsoft experienced no increase or decrease in the number of employees from 2022 to 2023, and Alphabet (Google) experienced an increase in the number of employees by 16,220 people from 2022 to 2023. As is known that companies such as Samsung Group, Microsoft, Alphabet (Google), Apple and IBM implement a competitive, collaborative, creative, innovative work culture, employee flexibility, employee welfare and work-life balance. This work culture has a positive impact on employee performance.

First, work-life balance (WLB), or the balance of work and personal life, is a growing concern among employees and supervisors. Employees who can balance their professional and personal life are more satisfied and motivated at work. A healthy work-life balance minimizes stress and burnout, resulting in increased productivity and work quality. Initiatives to improve work-life balance include flexible working hours, proper leave regulations, and support for remote work. According to research, individuals who feel in control of their work schedules are more likely to contribute favorably to company goals and exhibit more loyalty (Dhaniswari & Sudarnice, 2024).

Second, employee competency, which encompasses knowledge, abilities, and attitudes, is a significant factor in determining performance. High competency enables people to accomplish jobs more efficiently and accurately. Deep understanding of their employment, applicable talents, and a good attitude toward work provide an excellent mix for peak performance. Continuous training and development are important strategies for increasing staff competency. Furthermore, having an experienced mentor might help new employees adjust faster and meet performance expectations (Saputra et al., 2023).

Third, employee well-being (physical health, emotional health, job happiness, and a healthy work environment) has a significant impact on performance. Employees who are physically and psychologically well are more productive and capable of doing high-quality work. Organizations who invest in employee well-being programs, such as health insurance, fitness programs, and mental health care, will notice an increase in productivity and loyalty. Job happiness is also vital, because satisfied employees are more motivated and committed to their jobs. A helpful and harmonious work environment fosters a positive work environment, increasing staff productivity and reliability (Wahdiniawati et al., 2024).

Finally, career development is a significant aspect influencing employee performance. Employees who see prospects for professional development and promotion inside the organization are more motivated and committed. Employees benefit from structured training programs, career coaching, and explicit professional planning, which help them grow their skills and knowledge and plan their future careers. Career advancement not only improves employee capability, but also boosts job happiness and loyalty. Employees that feel supported in their career growth tend to be more productive and produce higher-quality work (Sumardi et al., 2022).

To meet the difficulties and constant changes in the business environment, organizations must proactively manage the elements that influence employee performance. Organizations can foster optimal performance by recognizing and incorporating work-life balance, competency, employee well-being, and career development into human resource management strategies. This analysis demonstrates that the four elements do not exist in isolation, but rather interact and impact one another to produce higher employee performance. To achieve long-term success, firms must adopt a holistic approach to employee performance management.

Based on the background of the problem above, the formulation of the problem is obtained to be used as a hypothesis for further research, including: 1) Does Work Life Balance affect Employee Performance?; 2) Does Competence affect Employee Performance?; 3) Does Employee Welfare affect Employee Performance?; and 4) Does Career Development affect Employee Performance?.

METHOD

The approach used in this literature review research is descriptive qualitative. Data collection techniques use literature studies or reviewing relevant previous articles. The data used in this descriptive qualitative approach comes from previous research that is relevant to this research and is sourced from academic online media such as Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Emerald, Sage, WoS, Sinta Journal, DOAJ, EBSCO, Google Scholar and digital reference books. A systematic literature review (SLR) is a careful and methodical effort in which all relevant research literature is identified, evaluated, and examined to provide answers to specific research questions. When conducting qualitative analysis, it is important to apply the literature review consistently in accordance with methodological assumptions. Due to its investigative nature, qualitative analysis is mostly conducted for this purpose (Ali, H., & Limakrisna, 2013);(Susanto, Arini, et al., 2024).

RESULT AND DISCUSSION

Results

The following are research findings taking into account the context and problem formulation:

Employee Performance

Employee performance is a measure of how effectively and efficiently employees complete their job tasks and obligations. Widodo, (2017) define employee performance as a record of the results gained from a specific job function over time. Skills, knowledge, motivation, and organizational support all have an impact on performance. Performance assessments are typically used to assess the extent to which individuals meet their stated goals, as well as to recommend areas for additional improvement or development (Susanto, Setiawan, et al., 2024).

Dimensions or indicators that include Employee Performance variables include: 1) Productivity: The quantity of output generated by an employee during a given period of time. Productivity refers to how well an employee can fulfill his or her tasks; 2) Job Quality: The degree of perfection and precision in the job results. Work quality determines whether work is done well and in accordance with defined standards; 3) Efficiency: The best use of resources (time, energy, and materials) to achieve the intended goals. Efficiency assesses an employee's capacity to work in the most resource-efficient way; and 4) Reliability: The employee's constancy in fulfilling goals and deadlines. Reliability shows whether an employee can be counted on to accomplish his or her tasks on schedule and with satisfactory outcomes (Sawitri et al., 2023).

Employee performance is relevant to previous research that has been studied by: (Thamrin AR et al., 2022), (Silitonga et al., 2017), (Widodo, 2022), (Aziz et al., 2021).

Work Life Balance

Work life balance refers to an individual's ability to balance the demands of job and personal life. Susanto et al., (2023) define work-life balance as a sense of fulfillment and balanced functioning between work and personal responsibilities. A healthy work-life balance decreases stress and exhaustion, promotes mental and physical health, and boosts job satisfaction and productivity. Work flexibility, supportive leave policies, and comprehensive employee welfare programs are all ways for organizations to promote work-life balance (Badrianto & Ekhsan, 2021).

Dimensi atau indikator yang meliputi variabel Work Life Balance meliputi: 1) Flexible Working Hours: Employees' capacity to tailor their working hours to their individual needs. This enables employees to better balance their professional and personal life; 2) Leave and Vacation Policy: Company support in the form of proper leave policies that allow employees with sufficient rest time to restore their energy and well-being; 3) Remote Work Flexibility: The ability to work from a location other than the office, allowing employees to better manage their work and personal lives; and 4) Well-Being Support: Programs and initiatives that promote employees' physical and mental well-being, such as health programs, counseling, and other well-being policies (Yunita et al., 2023).

Work Life Balance relevan dengan penelitian terdahulu yang telah diteliti oleh: (Larastrini & Adnyani, 2019), (A. Putri & Amran, 2021), (Wijaya & Dewi, 2017).

Competence

Competence is the set of abilities, knowledge, and attitudes required to accomplish work responsibilities effectively. Susanto, (2021) define competence as a person's core attributes that are associated with greater work performance. Competence comprises a variety of qualities, including technical skills, interpersonal skills, and intellectual abilities. Employee competency development is critical for improving performance and ensuring that individuals have the skills required to confront dynamic job challenges (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017).

Dimensi atau indikator yang meliputi variabel Kompetensi meliputi: 1) Knowledge: A thorough understanding of a certain job or sector. Knowledge contains important technical information, procedures, and best practices; 2) Skills are the technical and interpersonal abilities required to fulfill work obligations. Practical skills, problem-solving, and communication are examples of skills; and 3) Attitudes include work ethic, motivation, and the capacity to collaborate with others. Attitude encompasses dedication to work, adaptability, and teamwork (Widodo & Silitonga, 2017).

Kompetensi relevan dengan penelitian terdahulu yang telah diteliti oleh: (Susanto, Hidayat, et al., 2023), (Setyawati et al., 2022), (Susanto, Soehaditama, et al., 2023).

Employee Wellbeing

Employee well-being refers to good physical, mental, and emotional health in the workplace. Employee well-being, according to Alromaihi et al., (2017), comprises both subjective and objective characteristics, such as job satisfaction and safe and healthy working circumstances. Employee well-being improves productivity, reduces absenteeism, and increases employee retention. Organizations can enhance employee well-being by implementing health programs, supportive work environments, and work-life balance policies (Suparmi et al., 2023).

Dimensions or indicators that include the Employee Welfare variable include: 1) Physical Health: An employee's physical condition that allows them to function productively. Physical health include exercise, heart health, and disease prevention; 2) Mental Health: The state of mental and emotional well-being that enables job performance. Stress, anxiety, and emotional fulfillment are all part of mental wellness; 3) Job Satisfaction: The extent to which employees are satisfied with their jobs, including job responsibilities, relationships with coworkers, and the work environment; and 4) Work Environment: The physical and social conditions of the workplace that promote employee well-being, such as safety, comfort, and social support (Widodo, 2023).

Employee Welfare is relevant to previous research that has been studied by: (Wahdiniawati et al., 2024), (Purba, 2018), (Damayanti et al., 2023).

Career Development

Career development is the process of developing an employee's abilities and skills in order to attain their career goals. According to Susanto, Sawitri, & Susita, (2023), career

development is a set of activities carried out by individuals and organizations to achieve professional goals and meet organizational demands. Career development activities include training, coaching, job rotation, and career planning. Effective career development enables people to fulfill their full potential, promotes job satisfaction, and contributes to the achievement of organizational goals (G. A. M. Putri et al., 2023).

Dimensions or indicators that include the Career Development variable include: 1) Training and Development: Programs meant to improve employees' skills and expertise. Training includes workshops, courses, and certifications; 2) Mentoring and Guidance: Support from elders or mentors to help employees build skills and achieve their professional goals; and 3) professional Planning: A process that assists employees in setting long-term goals and planning steps to attain them. Career planning entails self-assessment, strategy planning, and progress review (Widodo et al., 2019).

Career Development is relevant to previous research that has been studied by: (Saputra et al., 2024), (Sanjani, 2018), (Kahfi et al., 2022).

Previous Research

Based on the above findings and previous research, the research discussion is formulated as follows:

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities with this article	Differences with this article
1.	(Minarka et al., 2020)	-Work Family Conflict variable affects Employee Performance at PT. Pacific Eastern Coconut Utama Pangandaran -Work Life Balance variable affects Employee Performance at PT. Pacific Eastern Coconut Utama Pangandaran	-This article has similarities in examining the Work Life Balance variable as the independent variable, and examining the Employee Performance variable as the dependent variable.	-The difference with previous research is in the Work Family Conflict variable as another Independent variable. -Previous research also has a research object, namely PT. Pacific Eastern Coconut Utama Pangandaran
2.	(Silvia et al., 2019)	-Competency Variables Influence Employee Performance -Work Culture Variables Influence Employee Performance	-This article has similarities in examining the Competence variable as the independent variable, and examining the Employee Performance variable as the dependent variable.	-The difference with previous research is in the Work Culture variable which is another independent variable.
3.	(Maula et al., 2020)	-Islamic Organizational Culture Variables Influence Employee Performance at PT. Bank Syariah Mandiri Sidoarjo Branch Office -Employee Welfare Variables Influence Employee Performance at PT. Bank Syariah Mandiri Sidoarjo Branch Office	-This article has similarities in examining the Employee Welfare variable as the independent variable, and examining the Employee Performance variable as the dependent variable.	-The difference with previous research is that there is a research object conducted at PT. Bank Syariah Mandiri Sidoarjo Branch Office
4.	(Yolinza & Marlius, 2023)	-Career Development Variables Influence Employee Performance at BKPSDM Solok Selatan Regency	-This article has similarities in examining the Career Development variable as the independent variable, and examining the	-The difference with previous research is in the Work Motivation variable which is the Independent variable, and there is a research object carried out at

-Work Motivation Variables Influence Employee Performance at BKPSDM Solok Selatan Regency	Employee Performance variable as the dependent variable.	the BKPSDM of South Solok Regency.
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Discussion

Based on the background of the problem, research objectives, problem formulation, indicators or dimensions and related previous research, the discussion of this literature research is as follows:

1. The Influence of Work Life Balance on Employee Performance

Work-life balance (WLB) is a key idea in current corporate strategies for increasing employee performance and satisfaction. WLB includes features like flexible working hours, vacation and leave policies, remote work flexibility, and well-being assistance, all of which have a substantial impact on employee performance indicators including productivity, quality of work, efficiency, and dependability.

First, flexible working hours enable individuals to better balance their personal and professional duties. This flexibility can boost productivity since it reduces the likelihood of burnout and allows employees to maintain high levels of focus and energy during work hours. When employees may choose their own working hours, they are more likely to work during peak productivity periods, which enhances output quality and efficiency. Furthermore, this flexibility lowers absenteeism and turnover rates since employees feel more in control of their schedules, resulting in a more engaged and dependable staff.

Second, thorough vacation and leave policies are required to ensure that employees may take the necessary breaks from work to recharge and prevent burnout. Adequate leave policies, including as sick leave, parental leave, and annual holidays, improve employee mental and physical health. Employees that are well-rested and healthy perform better at work. Furthermore, knowing that the business respects their need for personal time creates loyalty and motivation, which increases dependability and overall performance.

Remote work flexibility has also transformed the usual working environment. Remote work flexibility enables employees to work from wherever is most convenient for them, minimizing the stress associated with commuting and regular office hours. This flexibility has been demonstrated to boost productivity since employees can design a work environment that meets their own demands. It also enables improved work-life integration, allowing people to more efficiently combine professional and personal responsibilities. As a result, employee satisfaction and engagement lead to higher work quality. Furthermore, remote work flexibility might boost productivity since employees can avoid distractions and interruptions that are common in a regular office setting.

Employee wellness support is another important aspect in increasing performance. Employee performance improves significantly when organizations invest in wellness programs, mental health support, and work-life balance efforts. When employees feel encouraged and appreciated, their job satisfaction rises, resulting in greater motivation and dedication to their roles. This assistance can take many forms, including access to counseling services, stress management classes, and health and wellness initiatives. Such activities benefit not only employees' overall health, but also their productivity, as they are more focused and less likely to experience work-related stress and burnout.

A supportive work environment that prioritizes work-life balance can also help to strengthen an organization's overall culture. Employees who believe their company cares about their well-being are more likely to be engaged and dedicated to their jobs. This involvement leads to increased productivity since employees are motivated to perform to the best of their abilities. Their job quality improves as they pay greater attention to detail and get invested in

the outcome of their tasks. Employees who are less stressed or overworked can better manage their time and resources, resulting in improved performance outcomes.

Finally, work-life balance strategies such as flexible working hours, extensive vacation and leave policies, remote work flexibility, and well-being assistance all contribute significantly to increased employee performance. These techniques lead to enhanced productivity, higher quality work, improved efficiency, and more dependability. Organizations that value work-life balance not only increase employee performance, but also create a positive and supportive work environment that attracts and retains top talent. Companies that recognize the value of work-life balance may foster an environment in which workers are motivated, satisfied, and able to produce their best work.

2. The Influence of Competence on Employee Performance

Employee competencies, which comprise knowledge, skills, and attitudes, are essential factors in determining employee performance at work. Employee performance is frequently measured using metrics such as productivity, quality of work, efficiency, and reliability. These three dimensions of competency are interconnected and complement one another in order to achieve peak performance.

First, knowledge is the primary foundation of competency. Knowledge encompasses a comprehension of theories, concepts, and information related to the work being done. Employees with extensive knowledge of their subject will find it easier to grasp their jobs and responsibilities, allowing them to perform work more quickly and accurately. Good knowledge also enables employees to make more informed and inventive decisions, which contributes to better productivity and job quality. Furthermore, strong expertise implies that employees can be trusted to execute complex duties and provide efficient answers to a wide range of workplace challenges.

The second part of competency, skills, is as crucial. Skills are practical abilities developed via training and work experience. Skilled individuals will be able to successfully use their knowledge in daily work circumstances. Employees, for example, can use tools and technology more efficiently if they have technical skills, whereas interpersonal skills help them communicate and collaborate better with coworkers. Good skills improve work efficiency by allowing individuals to perform tasks faster and with fewer errors. Furthermore, constant skill development through ongoing training ensures that personnel remain competent and capable of dealing with workplace changes and new difficulties.

Attitude is the third component of competence that is frequently disregarded but is critical to employee effectiveness. Employees' attitudes encompass their behavior, work ethic, and motivation as they carry out their jobs. Positive attitudes such as proactiveness, responsibility, and commitment will motivate people to work with great passion and dedication. Employees with a positive attitude are more driven to meet corporate goals and contribute to a favorable work environment. A positive attitude has a direct impact on work quality since motivated individuals are more thorough, innovative, and willing to give their all to every task. Furthermore, a positive attitude increases employee reliability because they can be counted on to accomplish work on time and to high standards.

The combination of good knowledge, skills, and attitudes will result in peak employee performance. Competent staff can not only operate productively and efficiently, but also deliver high-quality results. They can be counted on to fulfill their jobs regularly and on schedule, thereby contributing to the organization's overall success. Furthermore, high competencies help employees to adapt swiftly to changes and innovations, as well as address workplace obstacles.

In a period of increasingly harsh global competition, firms must develop and increase the competencies of their personnel. Investing in staff training and development is an excellent

strategy to increase their knowledge and skills. Furthermore, it is critical to foster a work environment that encourages and inspires individuals to adopt positive attitudes. Thus, firms may ensure that they have a competent staff capable of delivering their best performance and contributing to the attainment of the company's strategic objectives.

Overall, abilities such as knowledge, skills, and attitudes have a significant impact on employee performance. These three factors complement one another and determine how efficiently an individual can contribute to productivity, work quality, efficiency, and dependability in the workplace. Organizations that successfully enhance their employees' competencies will gain a major competitive edge in the long run.

3. The Influence of Employee Welfare on Employee Performance

Employee well-being is a critical factor that influences employee performance in many organizations. It includes physical and mental health, job happiness, and work environment, all of which have a substantial impact on employee productivity, work quality, efficiency, and reliability. Managing employee well-being holistically will foster a positive work environment and enhance overall performance.

Physical health is one of the most important aspects of employee well-being. Employees who are physically fit are more energetic, enthusiastic, and can execute their tasks more efficiently. Employees who are in good physical condition are less likely to be absent due to illness and are more productive since they can work without being distracted by health issues. Organizations that offer health benefits, such as health insurance, fitness programs, and regular health check-ups, assist employees in maintaining good physical health. Thus, healthy personnel may be counted on to perform well and provide high-quality work.

Mental health is also a key factor in employee well-being. Employees who maintain strong mental health are more focused, creative, and productive. They can better manage stress and maintain a work-life balance. Employee performance will improve if organizations promote employee mental health by offering access to counseling services, mental health programs, and a stress-free work environment. Employees that feel mentally encouraged are more loyal and motivated, which increases work quality and reliability.

Job satisfaction is another significant aspect that influences employee performance. Employees that are satisfied with their occupations are more motivated and committed to their work. Recognizing and rewarding hard work, providing opportunities for career advancement, and achieving work-life balance can all contribute to job satisfaction. Employees who are happy with their occupations are more likely to create high-quality work and operate more efficiently. Job satisfaction also promotes employee reliability since it makes them feel valued and driven to offer their utmost to the firm.

A happy and supportive work environment also has a substantial impact on employee well-being. A healthy work environment consists of harmonious relationships between coworkers and supervisors, a safe and comfortable workplace, and an inclusive and fair work culture. When employees work in a favorable environment, they are more comfortable and motivated, which has a direct impact on productivity and job quality. A friendly work atmosphere also increases efficiency by allowing employees to interact more effectively and prevent avoidable confrontations. Employee dependability also rises in a favorable work environment, as employees become more passionate and committed to their jobs.

Employee well-being, which encompasses physical health, mental health, job satisfaction, and work environment, has a substantial impact on performance. When firms invest in their employees' well-being, they create a work environment that promotes high productivity, superior quality of work, optimal efficiency, and continuous dependability. Organizations that care about their employees' well-being not only increase individual performance, but also lay a solid foundation for future success. Employees who are well-off

are important assets to organizations because they can contribute their full potential and help the company achieve its strategic objectives. Organizations who realize the value of employee well-being and take proactive actions to support it will have a competitive advantage in an increasingly competitive business environment.

4. The Impact of Career Development on Employee Performance

Career development is a critical component of maintaining optimal employee performance in a firm. Training and development, mentoring, and professional planning are all important components that affect employee productivity, work quality, efficiency, and dependability. Organizations can improve their employees' competencies through successful career development plans, which contributes to the organization's overall success.

Training and development is an important part of employee career growth. Structured and continuing training programs enable employees to refresh and improve their skills and knowledge. Employees who receive continual training are more productive because they are better prepared for job problems and can apply the most recent techniques and methodologies to their work. Furthermore, proper training increases job quality by allowing people to work more attentively and efficiently. Employees' abilities grow with time, making them more dependable in completing tasks and delivering consistent, high-quality outputs.

Mentorship, whether official or informal, is a crucial part of professional development. Effective mentorship gives employees the guidance, support, and feedback they need to advance in their careers. Experienced mentors can assist employees in identifying their own strengths and flaws, as well as providing performance improvement ideas. This mentoring method boosts productivity since mentored personnel are more confident and determined to attain their objectives. Employees benefit from their mentors' insights and practical counsel, which increases the quality of their work. Furthermore, successful mentorship allows employees to learn from the mentor's expertise and avoid repeating mistakes, resulting in increased efficiency. Mentoring also improves employee reliability since it makes them feel supported and gives them someone to talk to when they encounter problems or challenges.

Professional planning is a strategic phase in professional development that allows employees to more precisely define their career choices. Employees can develop reasonable and attainable short- and long-term goals through expert planning. Organizations that promote professional planning assist employees in planning their career paths, including identifying skills that need to be improved and accessible development opportunities. This planning boosts productivity by providing employees with a clear direction and emphasis on their career goals. The quality of work also improves since staff have defined goals and are highly motivated. Employees become more structured and goal-oriented, resulting in increased work efficiency. Furthermore, individuals with a solid career plan are more dependable since they have a long-term goal and a strong commitment to achieve it.

Overall, career development, which encompasses training and development, mentorship, and professional planning, has a big impact on employee performance. When firms invest in their employees' career development, they not only improve individual competencies but also strengthen team and organizational performance. Employees that feel supported in their professional development are more loyal, motivated, and eager to give their all in their professions. They are also more adaptable to change and more equipped to meet future difficulties. Thus, effective career development benefits people while simultaneously providing long-term strategic benefits to the firm. Organizations that prioritize professional development will have a knowledgeable, productive, and dependable workforce, which will ultimately contribute to the company's strategic goals and long-term success.

Conceptual Framework

The conceptual framework is determined based on the formulation of the problem, research objectives and previous research that is relevant to the discussion of this literature research:

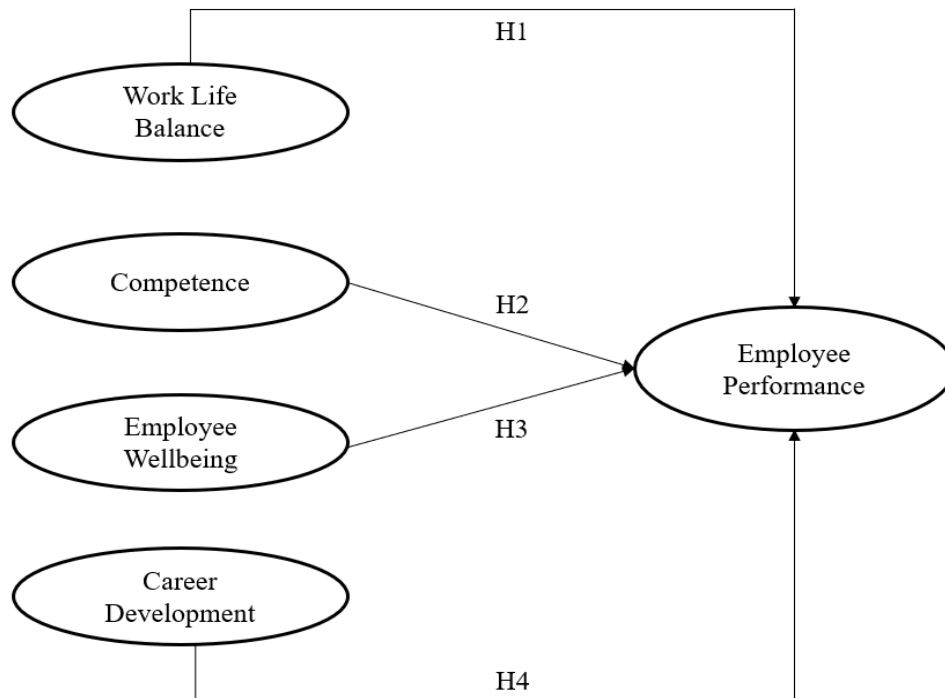


Figure 1. Conceptual Framework

Based on Figure 1 above, Work Life Balance, Competence, Employee Welfare and Career Development affect Employee Performance. However, in addition to the variables Work Life Balance, Competence, Employee Welfare and Career Development that affect Employee Performance, there are other variables that affect, including:

- 1) Organizational Culture: (Widodo & Silitonga, 2017), (Kahfi et al., 2022), (Susanto, Simarmata, et al., 2024).
- 2) Job Satisfaction: (Latuconsina et al., 2019), (Saputra & Mahaputra, 2022), (Sudiantini & Saputra, 2022), (Fauzi et al., 2023).
- 3) Leadership Style: (Silitonga & Widodo, 2019), (Nuraeni et al., 2022), (Siagian et al., 2023).

CONCLUSION

Based on the formulation of the problem, the results and discussion above, the conclusion of this study is that:

1. Work Life Balance affects Employee Performance;
2. Competence affects Employee Performance;
3. Employee Welfare affects Employee Performance; and
4. Career Development affects Employee Performance.

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