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## Improving Employee Performance Quality Through Training and Work Life Balance: Literature Review

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### Abstract

Employee empowerment is a major focus in organizations because it plays an important role in improving performance. By improving employee skills and motivation, organizations can create a positive impact on work productivity and effectiveness. However, companies are faced with challenges in implementing empowerment practices, such as changing organizational culture and overcoming resistance to change. Therefore, companies must proactively address these challenges to optimize employee empowerment and achieve organizational goals. The concept of employee empowerment involves key elements such as providing autonomy in decision-making, providing training and skills development, and creating strong managerial support. In addition, open communication and policies that support work-life balance also contribute to employee empowerment. By implementing strategies such as rewarding achievements, working time flexibility, and career development opportunities, companies can create a supportive atmosphere. This study uses the literature review method to evaluate the impact of empowerment through training and work-life balance on employee performance. The results show that training and work-life balance consistently have a positive impact on employee performance.

### Keywords

Employee Performance, Job Satisfaction, Training, Work-Life Balance

## 1. Introduction

Vietnam is experiencing a major transformation in national and organisational culture due to economic growth and international integration, which is driving attention to organisational culture as well as individual outcomes, such as job satisfaction and employee performance. Research by Cao et al. (2024) emphasised the importance of measuring performance through change management, job satisfaction, organisational commitment, and leadership style as mediators. In Indonesia, a study by Latifah et al. (2024) showed that employee target achievement in Padang Selatan sub-district only reached 84% of the standard, which was thought to be caused by a lack of training and weak organisational commitment (Sari et al., 2023)

Work-Life Balance (WLB) issues are increasingly complex due to technological advances that allow employees to work from anywhere, blurring the lines between work and personal life. This can have a negative impact on employee well-being and productivity (Kurniadi et al., 2024). Work-life balance issues affect employee performance by creating conflicts between work and personal life, leading to increased stress and reduced productivity. Flexible work policies, such as telecommuting and reduced work hours, can help improve balance, productivity, and employee well-being (Ihwughwavwe & Shewakramani, 2024). Burnout, or fatigue, is also a factor that affects performance, which often occurs in various sectors, not only in service professions (Abdillah et al., 2024).

In the context of small and medium-sized enterprises (SMEs), recent research has shown the relevance of WLB and family-supportive supervisor behaviours to employee performance. While many studies have been conducted, there is still a lack of understanding of the impact of WLB in SMEs. Research by Susanto et al. (2022) examined the influence of WLB on job stress, job commitment, and job satisfaction, without considering aspects such as life satisfaction and work-family conflict (Segarwati et al., 2022). These findings emphasise the need for a holistic approach in managing work-life balance, especially in demanding work environments.

Several studies have highlighted the importance of work-life balance in supporting productivity and reducing stress. Udin (2023) emphasised that today's technology often exacerbates the boundary between work and personal life, which can lead to work-life conflict and lower productivity. Similarly, Ihwughwavwe & Shewakramani, (2024) showed that flexible policies such as telecommuting and reduced working hours proved effective in improving work-life balance and enhancing employee well-being. However, most studies still focus on large corporations, while the role of WLB in SMEs and the contribution of family-supportive supervisors remain largely unexplored, even though these are important elements in supporting employee well-being and productivity.

To fill this gap, this article uses a literature review approach to examine previous research on training, work-life balance, job satisfaction and employee performance. The purpose of this review is to gain a deeper understanding of the relationship between training, work-life balance, job satisfaction and employee performance, particularly in resource-constrained organisations. It is hoped that the results of this study can provide practical guidance for the development of more effective policies to support work-life balance and improve productivity in different types of organisations.

## 2. Literature Review

Employee performance refers to an individual's ability to carry out tasks to achieve organisational goals. This performance includes productivity, work-related behaviour, and results that can be compared with other colleagues. The quality and quantity of work completed determine the level of performance (Ali, 2021)

Exploitation and exploration training focuses on increasing employee productivity and creativity to support organisational performance (Shah, 2022). Employee performance is also influenced by personal resources, especially adaptability, which is important in helping employees manage thoughts, emotions, and behaviour in changing situations.

Job satisfaction is an individual's perception of the level of well-being felt from the workload and activities undertaken. Job satisfaction consists of various aspects of work such as its characteristics, work environment, and personal, attitudes, and feelings that are dynamic. Job satisfaction can change over time and is influenced by the dynamics of work. In addition, job satisfaction reflects an employee's general attitude towards his or her job, which shows the difference between the rewards received and the expectations of the rewards they should receive. Emotionally, job satisfaction is a pleasant or unpleasant feeling arising from an employee's view of his job (Barnett, 2017; Winarsih et al., 2019)

Work-Life Balance refers to the extent to which a person can engage and feel satisfied with the roles they have in their work and personal life without causing conflict between the two. Work Life Balance requires an individual's ability to maintain a balance between his or her obligations at work and personal needs outside of work. Work Interference with Personal Life (WIPL), which refers to the extent to which work interferes with personal life, Personal Life Interference with Work (PLIW), which refers to how much personal life affects work, Personal Life Enhancement with Work (PLEW), which describes how much personal life can improve the quality of one's performance at work, and Work Enhancement with Personal Life (WEPL), which is the extent to which work can improve the quality of one's personal life are dimensions of Work-Life Balance (Hafid, 2017; Ula et al., 2019)

Employee training aims to improve organisational efficiency and competitiveness through effective human resource management. Employees as an important asset play a role in increasing productivity and innovation. Good training improves employees' skills, knowledge and attitudes that are essential to achieving sustainable competitive advantage. Training programmes, both formal and informal, are tailored to the needs of the job and the risks faced. Training conducted by the HR department aims to provide employees with the skills needed to improve performance (Handayani et al., 2024). Exploratory training focuses on short-term performance improvement, while exploratory training expands employees' knowledge to foster innovation and continuous learning (Wahid & Sarfiah, 2021). Training is also crucial in dealing with uncertainty and crises, such as a pandemic, by improving individual and collective skills to face challenges (Quyen, 2020).

### **3. Methods**

The research method is the whole process in research that starts from formulating the problem to making a conclusion. The research method used in this research is a literature review on Employee Empowerment, which includes various types of literature that discuss the topic. A must review is a research method carried out by analysing and reviewing data collected by other researchers previously (Adlini et al., 2022). This approach can be used to study various things, such as history, theory, and the application of a concept or theory. Based on Saragih et al. (2023), there are several steps taken in this research. The first step is to determine the research topic, which is to choose the focus to be researched. Next, the researcher develops a conceptual framework that serves as a theoretical basis to explore the topic. In the next stage, researchers collect data from various sources, such as books, journals, articles, theses, dissertations, and research reports, which can be done manually or with the help of information technology. After the data was collected, the next step was to process the data using the descriptive analysis method, to ensure

the data was ready to be used in answering the research questions. Finally, the researcher formulates conclusions based on the results of the data processing and analysis that has been carried out. Thus, this literature study approach provides a systematic framework in exploring knowledge from existing literature to enrich understanding of the topic under study. Based on this explanation, this research uses a literature review approach as all information is gathered through analysing existing literature. The literature review method was chosen to contribute to the development of this field and address gaps in previous research. In addition, this approach helps to refine the research problem, identify existing gaps, and determine areas that require further investigation.

## **4. Results**

### ***4.1. Job Satisfaction and Employee Performance***

The culture of a learning organization has a positive impact on employee job satisfaction, which in turn enhances individual performance. In the context of organizations in Vietnam, job satisfaction acts as a key mediator in the relationship between a learning organization and employee performance. Cao et al. (2024) emphasize that an organization's investment in continuous learning development, such as team collaboration and feedback systems, can increase employee commitment and individual productivity. These findings highlight the importance of adopting a learning organization culture to achieve better organizational outcomes, particularly in cultural contexts rooted in socialism and Confucianism. Organizations should adopt a learning organization culture as a primary strategy to improve employee performance. They can design integrated training programs, provide platforms for knowledge sharing, and encourage cross-departmental collaboration. Moreover, structured feedback delivery and leadership that supports learning can create a more empowering work atmosphere for employees. These strategies not only improve job satisfaction but also strengthen individual and organizational performance. In Vietnam's context, this approach can be tailored to local values, such as respect for hierarchy and workplace harmony.

According to Latifah et al. (2024), organizations with a high commitment to employee development, whether through performance-based rewards or skill development programs, can enhance loyalty and productivity. These findings underscore the importance of transformative leadership and fair incentive systems in creating an optimal work environment. Organizations should integrate adaptive leadership styles with strategic approaches that encourage employee development. Programs such as competency-based training, clear career pathways, and transparent incentive systems can be implemented to boost both job satisfaction and performance. Furthermore, organizations should focus on fostering an inclusive work culture that supports employee engagement to achieve strategic goals.

Job satisfaction, which is often associated with feelings of contentment with work outcomes and recognition from superiors, seems insufficient to directly influence performance without the support of other enabling factors. This is evident in the study by Sari et al. (2023) on the South Padang Sub-district Office, where, despite improvements in training and work capabilities, employee performance efficiency still required more strategic organizational commitment to generate sustainable impact. Organizations need to focus more on developing training programs relevant to employees' job requirements, ensuring that these programs include elements to enhance both technical and non-technical competencies. Additionally, to improve job satisfaction, organizations must integrate more transparent performance recognition mechanisms, such as achievement-based reward systems. Furthermore, strengthening organizational commitment should be directed at fostering deeper engagement by effectively communicating the organization's vision and mission.

Thus, job satisfaction can be optimized as a mediator between training, work capabilities, and organizational commitment to achieve higher and more consistent employee performance.

#### **4.2. Work Life Balance and Employee Performance**

Work-Life Balance (WLB) shows that work-life balance has a significant impact on employee performance, and acts as a mediator through affective commitment and job satisfaction. Indicating that when employees can achieve a good WLB, they tend to be more motivated, satisfied with their work, and more committed to the organization, which in turn improves their performance. The findings Udin (2023) call for organizations to pay more attention to policies that support WLB, such as work flexibility and support for employee well-being. The implications of these findings demand concrete actions from management to create a work environment that supports work-life balance, which will not only increase employee satisfaction and commitment but also boost overall organizational productivity.

Work-life balance significantly affects employee performance, especially in the context of the health and safety industry in Nigeria. Ihwugwavwe & Shewakramani (2024) indicated that employees who can achieve a good WLB tend to experience increased job satisfaction and affective commitment, which in turn positively impacts their productivity. This finding is an encouragement for companies to pay more attention to policies that support WLB, such as flexibility in working hours and support for employee welfare. The implications of these findings demand concrete actions from management to implement programs that promote work-life balance, so that employees can be more focused and productive, and reduce stress levels that can be detrimental to their performance.

The findings of Gultom & Nata Liyas (2023) work-life balance has no significant effect on employee performance. The balance between work and personal life is not always the main factor in improving performance, especially in the context of temporary employees. This can be caused by other factors, such as work status instability, career uncertainty, or the workload that is the main concern of the employee. Organizations should not only focus on work-life balance programs, but also evaluate other factors that are more relevant to temporary employees, such as providing job security, career development, or more appropriate incentives. In addition, it is important to explore policies that correlate with improving employees' mood and willingness to balance their work life with their performance.

#### **4.3. Work Life Balance and Job Satisfaction**

The significant effect of work-life balance on job satisfaction indicates that work-life balance plays an important role in shaping employee job satisfaction. Employees who have sufficient time for family, friends, and personal activities tend to feel more satisfied with their jobs. This job satisfaction can then improve performance because satisfied employees usually have higher motivation, strong commitment, and a positive attitude towards their work. The study by Susanto et al. (2022) showed that job satisfaction can mediate the relationship between work-life balance and employee performance. In the context of SMEs, support from family-friendly supervisors (Family-Supportive Supervisor Behaviors, FSSB) also strengthens this relationship by creating a more supportive work environment. Organizations need to develop policies that support work-life balance, such as flexible working time arrangements, providing adequate leave, and creating a work culture that cares about employees' personal needs. Organizations should also involve supervisors in supporting employees' needs outside of work to ensure the positive effects of work-life balance on job satisfaction and performance.

Work-life balance, employees feel more satisfied and committed, which in turn can improve their productivity and well-being. In addition, a supportive work environment and employee training and development act as moderators that

strengthen the positive relationship between WLB and job satisfaction. The implication of these findings for management is the need to create a supportive work environment and provide training programs to strengthen employees' work-life balance, thereby increasing their overall satisfaction and productivity. By implementing these strategies, companies can create a work climate that is conducive to sustainable employee performance (Aruldoss et al., 2022).

Work-life balance not having a significant effect on performance may reflect that work-life balance is not the only or even the main factor affecting performance. In some situations, other factors such as work pressure, job status uncertainty or high workload may outweigh the benefits of work-life balance. This is found in the context of professionals such as health workers, where work challenges such as long working hours and lack of time off affect work-life balance (Asadullah et al., 2024). Nonetheless, the results of this study suggest that work-life balance still contributes to certain aspects, such as reducing work-life conflict, although it does not directly affect performance. Organizations need to expand their focus on other factors that more directly affect employee performance, such as skills training, workload management, or providing results-based incentives. In addition, organizations can evaluate the context and specific needs of employees to tailor more relevant and effective work-life balance programs. This can help employees manage work pressures while still increasing their productivity.

#### ***4.4. Training and Job Satisfaction***

Findings from research conducted by Sesen & Ertan (2022) reveal that workers' perceptions of training have a significant positive impact on their job satisfaction. This is in line with social exchange theory, which explains that workers who feel they have received adequate training will feel favoured in their reciprocal interactions with the company. Interestingly, this study also shows that good training can reduce job stress, as when workers feel they have sufficient skills to perform their tasks, anxiety and stress levels tend to decrease. However, there was an interesting difference in training motivation, where mandatory training was found to reduce job satisfaction among elderly care workers, particularly in nursing homes. This finding may be due to the perception that training is more of a burden than a benefit (Sesen & Ertan, 2022)

Aruldoss et al. (2022) added the dimension of work-life balance (WLB) as an important factor in reducing job stress and increasing job satisfaction and commitment. A positive work environment and effective training programmes act as important moderators in the relationship between WLB and these aspects of work. These results reinforce the argument that good WLB, supported by a positive work environment and relevant training, can promote overall employee well-being. The novel contribution presented in this study suggests that companies, especially in the transport sector in India, should facilitate a conducive environment and provide high-quality training to enhance the well-being of their employees (Aruldoss et al., 2022)

Meanwhile, research by House et al. (2023) showed different results in the context of training in intensive care units. The training intervention did not improve job satisfaction or retention intentions, despite previous research showing that training is often positively correlated with both variables. The complexity of the content and difficulty in delivering the training may have contributed to these inconsistent results. These findings highlight the importance of simpler and more focused training designs to be more effective in improving job satisfaction and retention, especially in highly demanding environments such as intensive care (House et al., 2023).

Overall, despite mixed results, most of the literature suggests that appropriate and relevant training can have a positive impact on job satisfaction. Training that

considers employees' needs and the relevance of the content to their daily work has the potential to increase their job satisfaction and lower stress levels.

#### **4.5. Training and Employee Performance**

Training is an important activity that improves employees' abilities in general, beyond specific goals such as diversity or technical skills. Research by Saira et al. (2020) highlights that diversity training has a positive effect on employees' affective commitment, which in turn increases job satisfaction and decreases exit intentions. While this study focused on diversity training, the results emphasise that any well-designed training can have a positive impact on employee satisfaction and engagement more broadly. By creating an environment that supports learning and development, companies can promote the enhancement of general competencies that can be applied across different aspects of the job, thereby contributing to better employee retention.

Song et al. (2024) research adds a new perspective by categorising training as exploitation or exploration. Exploitation training that focuses on improving operational competencies proves more beneficial for achieving short-term targets, such as sales revenue. In contrast, exploratory training that emphasises long-term skill development supports improved innovation indicators. These exploitation-exploration categories clarify the differential impact of training on short-term and long-term performance, and help explain the inconsistencies in previous research findings on training effectiveness. These findings indicate the importance of a strategic approach to human capital investment, where companies can choose the type of training based on their performance priorities (Song et al., 2024).

Silva & Pinto (2024) explored the influence of organisational support in extreme contexts, such as during the COVID-19 pandemic. Their results underline the important role of adaptability and self-efficacy in the successful transfer of training and improved employee performance. These findings are particularly relevant in crisis situations, where support from supervisors and co-workers significantly increases employees' motivation to apply their learning to work. In addition, employees' self-efficacy strengthens the influence of social support, so that their adaptability increases in the face of uncertainty. The implication of this research is that organisations need to provide extra support in challenging situations to maximise training transfer and performance outcomes (Junça Silva & Pinto, 2024). These three studies show that training effectiveness is strongly influenced by context, type of training, and organisational support. Diversity training increases affective commitment, while exploitation and exploration training categories determine different benefits to short- and long-term performance. In addition, under extreme conditions, strong organisational support is crucial to ensure successful transfer of training. These findings provide insights for companies to design training tailored to organisational goals, employee profiles and environmental conditions.

### **5. Conclusion**

Job satisfaction and Work-Life Balance (WLB) are essential for improving employee performance, with WLB acting as a mediator between organizational culture and individual productivity. Employees who maintain a balance between their work and personal lives generally experience higher job satisfaction, which leads to better performance. However, the impact of WLB varies depending on employee type, with permanent employees benefiting more than temporary workers. Training tailored to employee needs plays a vital role in enhancing job performance by reducing stress and increasing satisfaction. Furthermore, organizational support, including team collaboration, constructive feedback, and transformational leadership, strengthens job satisfaction and employee loyalty, contributing to higher productivity. While WLB and training significantly influence job satisfaction, the

effects can differ across industries and employee contexts. In high-pressure environments, such as healthcare, workload management and specific skills training are more critical than focusing solely on WLB. Ultimately, organizations that prioritize balanced WLB, relevant training, and strong support systems can foster a more engaged and productive workforce. Moreover, targeted training, whether operational or innovation-focused, plays a crucial role in improving performance, particularly in challenging sectors. Adaptability support and social support are essential factors in optimizing training outcomes, especially during crises.

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