

The Moderating Role of Internal Locus of Control on the Influence of Lifestyle and Work-Life Balance on the Performance of Employees Pursuing Studies in Jakarta

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ABSTRACT

This study examines the effects of lifestyle and work-life balance on employee performance among working students in Jakarta and investigates whether internal locus of control moderates these relationships. A quantitative approach was employed, involving 100 full-time employees who were pursuing undergraduate or postgraduate studies and were selected through purposive sampling. Data were collected using structured questionnaires and analyzed using partial least squares structural equation modeling (PLS-SEM) with SmartPLS 4. The results indicate that lifestyle has a positive but statistically insignificant effect on employee performance ($\beta = 0.126$, $p = 0.218$), whereas work-life balance has a positive and statistically significant effect ($\beta = 0.260$, $p = 0.011$). Furthermore, internal locus of control does not significantly moderate the relationship between lifestyle and employee performance ($\beta = 0.138$, $p = 0.233$) or the relationship between work-life balance and employee performance ($\beta = -0.107$, $p = 0.346$). These findings suggest that work-life balance is an important predictor of employee performance among working students in the study sample. However, the proposed moderating role of internal locus of control is not supported by the empirical evidence. This study highlights the importance of work-life balance in human resource management and indicates the need for further research into the individual and contextual factors associated with employee performance among working students.

Keywords: Lifestyle, Work-Life Balance, Employee Performance, Internal Locus of Control, Working Students.

I. Introduction

Employee performance remains a central concern in human resource management because organizational effectiveness depends not only on employees' competencies but also on their capacity to sustain productive work under changing personal and professional demands. Contemporary employees increasingly manage responsibilities beyond their formal jobs, including family commitments, personal development, and continuing education. For individuals who work while pursuing higher education, these overlapping responsibilities create a distinctive challenge: they must meet workplace expectations while allocating sufficient time and energy to academic activities. Research on work-study conflict shows that competing work and study demands can be associated with burnout and turnover intention, although their relationships with job performance may depend on contextual conditions such as supervisor support (2022,

International Journal of Conflict Management). This makes working students an important population for examining the individual and contextual factors associated with employee performance.

Among the factors relevant to this issue, lifestyle deserves attention because everyday behaviors and routines can shape how individuals manage their physical condition, psychological resources, and time. Sleep patterns, physical activity, dietary habits, and stress management may influence employees' capacity to maintain concentration and meet work responsibilities. Nevertheless, lifestyle should not automatically be assumed to have a uniformly positive effect on performance. Its consequences may depend on the quality of particular habits, individual circumstances, and the demands imposed by work and study. For working students, maintaining healthy routines may be especially difficult when employment schedules and academic deadlines compete for limited time. Therefore, examining lifestyle alongside work-life balance provides a broader perspective on the conditions associated with employee performance.

Work-life balance represents another important dimension because it concerns the extent to which individuals can manage their work and non-work responsibilities without experiencing excessive interference between roles. Evidence indicates that work-life balance arrangements are associated with organizational outcomes, although the strength of these relationships varies across outcomes and employee characteristics. In a meta-analysis of 202 records from 58 studies, Wong et al. (2020) found a positive association between work-life balance arrangements and several organizational outcomes, including career motivation, attendance, recruitment, and retention. However, these findings do not establish that work-life balance improves every dimension of individual performance in every setting. Empirical research in Indonesia has also produced different results. Susanto et al. (2022) examined work-life balance, job satisfaction, and job performance among small and medium-sized enterprise employees, while Valery et al. (2023) reported a positive and significant relationship between work-life balance and employee performance in a telecommunications setting. Such differences suggest that the relationship deserves further examination across specific populations and organizational contexts.

The relevance of work-life balance becomes more pronounced when employees simultaneously pursue formal education. Their performance may be affected by competing deadlines, restricted recovery time, and difficulties separating work responsibilities from academic activities. Research on work-study conflict has demonstrated that the consequences of managing multiple roles are not uniform and may depend on available support at work. Similarly, studies of students managing work and study role boundaries indicate that the interaction between these roles is important for understanding individual experiences and outcomes (2023, *Frontiers in Psychology*). A broader systematic review of student employment also identifies considerable variation in the relationships between employment and educational outcomes, emphasizing the importance of examining how individuals manage work and study rather than relying solely on employment status or intensity (Višnjić et al., 2024). These findings provide a basis for investigating employee performance among working students as a distinct research context.

Nevertheless, lifestyle and work-life balance alone may not fully explain why individuals facing similar demands experience different performance outcomes. Internal locus of control offers a potential individual-level explanation. It refers to the extent to which individuals believe that outcomes are influenced by their own actions, decisions, and efforts. Employees with a stronger internal orientation may be more inclined to plan their activities, take responsibility for decisions, and actively address competing demands. However, this orientation should not be interpreted as a guarantee of superior performance. Personal control has practical limits when employees face inflexible schedules, excessive workloads, or insufficient organizational support. The moderating role of internal locus of control therefore requires empirical testing rather than being assumed in advance. Although previous studies have examined work-life balance and employee performance, including the potential roles of job satisfaction, engagement, and supervisory support, less is established about how lifestyle and work-life balance operate together among employees who are also pursuing higher education. For example, Sutanto et al. (2024) examined work-life balance, employee engagement, job satisfaction, and employee performance in Indonesia, while Çivilidağ and Durmaz (2024) reviewed the relationship between flexible working arrangements and employee performance. More recent reviews have

continued to identify contextual factors and mechanisms that may shape the work-life balance–performance relationship (Fadlan et al., 2025). However, the specific combination of lifestyle, work-life balance, and internal locus of control among working students in Jakarta remains a question requiring direct empirical examination. This gap concerns the integrated research model and population, rather than an assumption that each individual relationship has never been studied.

Jakarta provides a relevant setting for this investigation because working students in the metropolitan labor market may need to coordinate employment and educational commitments within demanding daily schedules. Nevertheless, the study should not assume that all working students experience identical pressures or that the urban context necessarily produces lower performance. Instead, Jakarta serves as the geographical setting in which the proposed relationships can be examined among employees who are simultaneously pursuing undergraduate or postgraduate education. Accordingly, this study aims to examine the effects of lifestyle and work-life balance on employee performance among working students in Jakarta and to test whether internal locus of control moderates each relationship. The study contributes by examining these variables within an integrated framework and a population that combines employment with continuing education. Practically, the findings may help organizations identify relevant considerations for supporting employee performance without overlooking individual differences or the structural demands associated with studying while working. By testing the proposed relationships empirically, the study also provides an opportunity to determine whether the expected moderating effects of internal locus of control are supported by evidence.

II. Literature Review and Hypothesis Development

2.1. Employee Performance as an Outcome of Individual and Work-Related Factors

Employee performance refers to work-related behaviors and outcomes that contribute to organizational objectives. It extends beyond the quantity of completed tasks to include task performance, contextual performance, adaptive performance, and counterproductive work behavior. Koopmans et al. (2011) identified these dimensions in their systematic review of individual work performance, emphasizing that performance should be conceptualized as a multidimensional construct rather than a single productivity indicator. Subsequent research supported the construct validity of the Individual Work Performance Questionnaire across different occupational groups (Koopmans et al., 2014). From a job demands–resources perspective, employee performance depends partly on the interaction between demands placed on individuals and the resources available to meet them. Bakker and Demerouti (2017) explained that job demands can consume physical and psychological resources, whereas job resources can support motivation and work-related functioning. This perspective is relevant to employees pursuing higher education because employment and academic responsibilities compete for time, energy, and attention. Accordingly, lifestyle, work-life balance, and internal locus of control may represent distinct factors associated with performance, although their relationships require empirical testing.

2.2. Lifestyle and Employee Performance

Lifestyle encompasses patterns of behavior and daily routines that shape an individual's physical and psychological functioning. Relevant dimensions may include physical activity, dietary habits, sleep quality, stress management, and social interaction. These dimensions should be distinguished from temporary experiences because lifestyle concerns relatively recurring behavioral patterns. Nevertheless, the operational definition must correspond to the indicators used in the research instrument. Evidence from health and occupational research indicates that physical activity and adequate recovery are relevant to maintaining functional capacity. The World Health Organization (2020) recommends regular physical activity because of its established health benefits. However, such evidence does not directly establish that a particular lifestyle

measure causes higher employee performance. The relationship must be evaluated in light of the specific behaviors measured and the occupational context. For employees who study simultaneously, lifestyle management may be particularly demanding. Academic deadlines and work schedules can limit opportunities for sleep, exercise, and recovery. Healthy routines may help individuals preserve their capacity to complete work tasks, whereas irregular routines and excessive commitments may contribute to fatigue. Thus, the expected relationship between lifestyle and performance depends on the extent to which the measured lifestyle dimensions represent behaviors that support effective functioning.

H1: Lifestyle has a positive effect on employee performance.

2.3. Work-Life Balance and Employee Performance

Work-life balance concerns the management of work responsibilities alongside personal and other non-work activities. It should not be understood simply as an equal division of time between work and personal life; rather, it concerns the extent to which individuals can manage competing responsibilities without experiencing excessive conflict. Sirgy and Lee (2018) discussed work-life balance as a multidimensional issue involving work, family, and broader life domains. Research has documented associations between work-life balance and employee-related outcomes. Haar et al. (2014), in a study of work-life balance across multiple countries, demonstrated the relevance of balance to job and life satisfaction. Wong et al. (2020) synthesized 202 records from 58 studies and found that work-life balance arrangements were positively associated with several organizational outcomes, including career motivation, attendance, recruitment, and retention. Their findings nevertheless indicate that the relationships vary by outcome and should not be interpreted as evidence that all work-life balance measures necessarily improve individual job performance.

Recent reviews also emphasize the importance of policy design and organizational context. Casper et al. (2025) highlighted that work-life balance policies may have limited or inconsistent effects when employees cannot access them or when organizational cultures discourage their use. Allen and French (2023) similarly identified continuing opportunities to refine work-family research and its conceptual boundaries. These findings suggest that work-life balance depends not only on individual choices but also on the conditions under which employees manage their responsibilities. For working students, maintaining work-life balance involves coordinating employment schedules, academic deadlines, and personal recovery. An inability to manage these demands may reduce concentration and the capacity to complete work tasks effectively. Conversely, a more manageable balance may enable employees to preserve the resources required for their jobs. The relationship is therefore expected to be positive, although its magnitude may depend on the characteristics of the workplace and the individual.

H2: Work-life balance has a positive effect on employee performance.

2.4. Internal Locus of Control as a Moderating Variable

Internal locus of control refers to the belief that personal actions and decisions influence important outcomes. It is distinct from objective control because individuals may believe they can influence outcomes even when external constraints remain substantial. Ng et al. (2006) found that internal locus of control was associated with favorable work outcomes, including job motivation and positive work experiences. Wang et al. (2010) further demonstrated that work-specific and general locus of control have distinct relationships with work-related criteria. These findings provide a basis for considering internal locus of control as a potential moderator. Employees with a stronger internal orientation may be more likely to plan daily routines, respond proactively to difficulties, and take responsibility for managing competing demands. Under these circumstances, a healthy lifestyle may be more effectively translated into work-related functioning. In contrast,

employees with a weaker sense of personal control may experience greater difficulty maintaining beneficial routines when faced with competing responsibilities.

A similar argument applies to work-life balance. Individuals who believe they can influence their circumstances may be more inclined to organize schedules, establish priorities, and respond actively to role conflicts. However, perceived control cannot eliminate structural constraints such as excessive workloads, inflexible working hours, or limited academic flexibility. Internal locus of control should therefore be treated as a potential boundary condition rather than a guaranteed source of stronger performance. The broader evidence on individual differences also cautions against assuming that personality-related characteristics produce identical outcomes in every context. Wang et al. (2010) distinguished the work-related implications of general and work-specific locus of control, suggesting that conceptual precision is important when selecting and interpreting measures. The present study consequently examines two separate interaction effects rather than treating internal locus of control as a universal explanation for employee performance.

H3: Internal locus of control moderates the relationship between lifestyle and employee performance.

H4: Internal locus of control moderates the relationship between work-life balance and employee performance.

2.5. Research Gap and Conceptual Positioning

The literature establishes that individual work performance is multidimensional, that work-life balance is associated with several organizational outcomes, and that locus of control is relevant to work-related motivation and experiences. Nevertheless, these bodies of research do not automatically establish how lifestyle and work-life balance operate together among employees who are simultaneously pursuing higher education. Three issues warrant further investigation. First, lifestyle and work-life balance represent related but distinct constructs. Lifestyle concerns recurring personal behaviors, whereas work-life balance concerns the management of competing life roles. Their separate relationships with employee performance should therefore be examined rather than treated as interchangeable. Second, internal locus of control may help explain individual differences in managing work and study demands, but its moderating role must be tested empirically. Third, the proposed relationships require examination among working students in Jakarta, whose work and academic responsibilities form the specific context of this research. This study addresses these issues by examining the direct relationships between lifestyle, work-life balance, and employee performance and testing the moderating effects of internal locus of control on both relationships. The resulting model provides an integrated framework for evaluating whether the proposed relationships are supported by evidence among working students. Its contribution lies in testing the combined model in a specific population rather than assuming that findings from other occupational groups necessarily generalize to employees pursuing higher education.

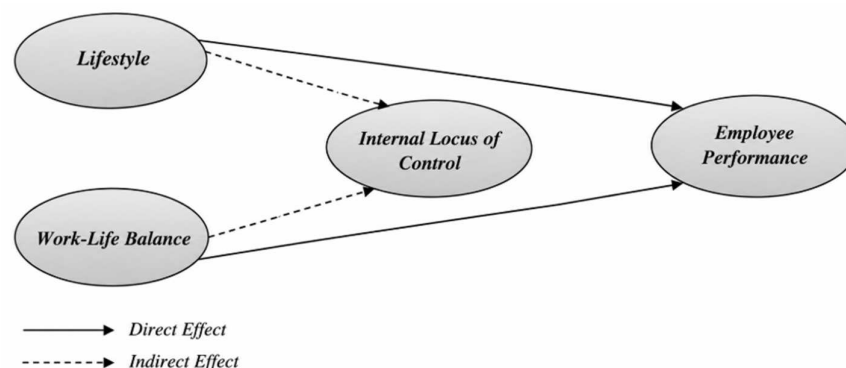


Figure 1. Conceptual Framework

III. Research Method

3.1. Research Design and Participants

This study employed a quantitative survey design to examine the relationships between lifestyle, work-life balance, and employee performance, with internal locus of control as a moderating variable. The target population comprised full-time employees who were concurrently enrolled in undergraduate or postgraduate programs and resided or worked in Jakarta. Participants were selected using purposive sampling based on three criteria: they were enrolled in an undergraduate or postgraduate program, employed on a full-time basis, and resided or worked in Jakarta. A total of 100 respondents participated in the study. This sampling approach was used to ensure that the participants met the characteristics required to address the research objectives.

3.2. Data Collection and Measurement

Data were collected through a closed-ended online questionnaire distributed using Google Forms. The questionnaire items were measured on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The instrument was developed using indicators adopted from previous studies. Lifestyle was measured through physical activity, healthy eating habits, sleep quality, stress management, social interaction, spirituality, and interpersonal communication. Work-life balance was assessed in terms of work and personal time management, role conflict, social support, job satisfaction related to work-life balance, and stress management. Employee performance was measured through work quality, work quantity, task completion timeliness, work motivation, communication with colleagues, work engagement, and productivity. Internal locus of control was assessed through perceived control over work outcomes, optimism when facing challenges, stress management, adaptive responses to work demands, and work-related self-efficacy.

3.3. Data Analysis

The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 4. The analysis involved evaluating the measurement model and testing the hypothesized structural relationships. The measurement model was assessed using outer loadings, composite reliability, and average variance extracted (AVE) to examine indicator performance, construct reliability, and convergent validity. The structural model was evaluated using path coefficients and the coefficient of determination (R^2). The moderating role of internal locus of control was examined by testing the interaction between internal locus of control and each predictor, namely lifestyle and work-life balance, in relation to employee performance. The significance of the interaction effects was used to determine whether internal locus of control significantly moderated the hypothesized relationships.

IV. Results and Discussion

4.1. Respondent Characteristics

Data were collected from 100 employees in Jakarta who were simultaneously pursuing undergraduate or postgraduate education. Table 1 presents the respondents' demographic characteristics, including age, gender, and marital status.

Table 1. Sample Criteria (N = 100)

Category	Percentage (%)
Age	
Below 20 years	0.9
20–30 years	79.0
30–39 years	17.9
Above 39 years	1.8
Gender	
Male	69.6
Female	30.4
Marital Status	
Married	30.4
Unmarried	69.6

The demographic results show that most respondents were aged 20–30 years (79.0%), followed by those aged 30–39 years (17.9%). Respondents below 20 years and above 39 years accounted for 0.9% and 1.8%, respectively. This distribution indicates that the sample was predominantly composed of employees in the early stages of their careers who were also pursuing higher education. Regarding gender, male respondents accounted for 69.6% of the sample, while female respondents represented 30.4%. In terms of marital status, 69.6% were unmarried and 30.4% were married. These characteristics provide context for understanding the respondents' experiences in managing work, personal life, and educational responsibilities. However, demographic patterns alone do not establish whether age, gender, or marital status influences employee performance. Such relationships would require additional analysis.

4.2. Measurement Model Assessment

a. Outer Loadings

Outer loadings were examined to assess how strongly each indicator represented its corresponding construct. The results for Lifestyle, Work-Life Balance, Employee Performance, Internal Locus of Control, and the interaction terms are presented in Table 2.

Table 2. Outer Loadings

Indicator	Lifestyle	Work-Life Balance	Employee Performance	Internal Locus of Control	Interaction Term
X1.1	0.758				
X1.2	0.704				
X1.3	0.810				
X1.4	0.778				
X1.5	0.809				
X2.1		0.769			
X2.2		0.788			
X2.3		0.718			
X2.4		0.824			
X2.5		0.779			
X2.6		0.775			
X2.7		0.774			
X2.8		0.801			
Y1.1			0.752		
Y1.2			0.811		
Y1.3			0.892		
Y1.4			0.840		
Y1.5			0.735		
Y1.6			0.802		
Y1.7			0.828		

Y1.8			0.834		
Z1.1				0.835	
Z1.2				0.799	
Z1.3				0.716	
Z1.4				0.763	
Z1.5				0.803	
Z1.6				0.747	
Z1 × X1					1.000
Z1 × X2					1.000

The outer loading values for Lifestyle ranged from 0.704 to 0.810, while those for Work-Life Balance ranged from 0.718 to 0.824. Employee Performance indicators ranged from 0.735 to 0.892, and Internal Locus of Control indicators ranged from 0.716 to 0.835. These values exceed the commonly used threshold of 0.70, suggesting that the indicators adequately represent their respective constructs. The interaction terms recorded outer loadings of 1.000. These values should be interpreted in accordance with the interaction-term construction method used in SmartPLS rather than as evidence of perfect measurement quality. Overall, the reported loadings provide preliminary support for indicator reliability. A complete assessment of the measurement model also requires consideration of internal consistency reliability, convergent validity, and discriminant validity.

b. Discriminant Validity

Discriminant validity was assessed to examine whether the constructs were empirically distinguishable from one another. Table 3 presents the reported discriminant validity values.

Table 3. Discriminant Validity

Variable	Lifestyle	Work-Life Balance	Employee Performance	Internal Locus of Control	LOC × Lifestyle	LOC × Work-Life Balance
Lifestyle	—					
Work-Life Balance	0.814	—				
Employee Performance	0.709	0.771	—			
Internal Locus of Control	0.710	0.746	0.844	—		
Internal Locus of Control × Lifestyle	0.166	0.240	0.323	0.551	—	
Internal Locus of Control × Work-Life Balance	0.197	0.375	0.396	0.489	0.788	—

The reported values show relationships among the study constructs, including the relationships between Lifestyle, Work-Life Balance, and Employee Performance. However, correlations alone are insufficient to establish discriminant validity unless the specific assessment method and its decision criteria are identified. If the values represent the Fornell–Larcker criterion, the diagonal values should be compared with the correlations between each construct and the other constructs. Because the extracted table does not preserve the matrix alignment clearly, the discriminant validity conclusion should be confirmed using the original SmartPLS output.

c. Reliability and Convergent Validity

Table 4 presents the reported Cronbach's alpha, composite reliability, and average variance extracted (AVE) values for the four principal constructs.

Table 4. Reliability Test

Construct	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	AVE
Lifestyle	0.830	0.833	0.881	0.597
Work-Life Balance	0.907	0.909	0.925	0.607
Employee Performance	0.926	0.929	0.940	0.661
Internal Locus of Control	0.869	0.870	0.902	0.605

The results indicate that Cronbach's alpha values range from 0.830 to 0.926, while composite reliability (rho_c) values range from 0.881 to 0.940. These values exceed the commonly accepted threshold of 0.70, indicating satisfactory internal consistency for the four constructs. The AVE values range from 0.597 to 0.661, exceeding the recommended minimum of 0.50. This suggests that each construct explains more than half of the variance in its indicators, supporting convergent validity. Taken together, the reliability and AVE results provide evidence that the measurement instruments are sufficiently consistent and that the indicators adequately represent their respective constructs. These findings support proceeding to the structural model assessment. Nevertheless, the reliability results for the interaction terms are not presented in this table and should not be inferred from the reported values for the four principal constructs.

4.3. Structural Model Assessment

a. Coefficient of Determination (R^2)

The coefficient of determination was used to assess the proportion of variance in Employee Performance explained by the predictors included in the structural model. The results are presented in Table 5.

Table 5. Evaluation of the Structural Model (Inner Model)

Construct	R-square	R-square Adjusted
Employee Performance	0.666	0.649

The R^2 value for Employee Performance is 0.666, while the adjusted R^2 is 0.649. This indicates that the predictors included in the model collectively explain 66.6% of the variance in Employee Performance. After adjustment for the number of predictors, the explained variance is 64.9%. The remaining variance may be associated with factors not included in the model and random variation. These results indicate that the model explains a substantial proportion of the variation in Employee Performance within the sample. However, R^2 does not establish that every predictor is statistically significant, nor does it demonstrate that the model has predictive validity on its own. The individual path coefficients and their significance levels must therefore be examined separately.

b. Effect Size (f^2)

Effect size was examined to assess the contribution of individual predictors to the explained variance in Employee Performance. The reported values are presented in Table 6.

Table 6. Effect Size

Predictor	Employee Performance (f^2)
Lifestyle	0.021
Work-Life Balance	0.075
Internal Locus of Control	0.306
Internal Locus of Control $\times$ Lifestyle	0.020

Lifestyle has an f^2 value of 0.021, indicating a small effect on Employee Performance. Work-Life Balance has an f^2 value of 0.075, which also represents a small effect. Internal Locus of Control has an f^2 value of 0.306, suggesting a comparatively stronger contribution to the model. The interaction between Internal Locus of Control and Lifestyle has an f^2 value of 0.020, indicating a small effect. Among the reported predictors, Internal Locus of Control has the largest effect size. This suggests that it contributes more strongly to

explaining Employee Performance than the other predictors listed in the table. Nevertheless, effect size and statistical significance represent different aspects of the model. A comparatively large effect size does not, by itself, establish a significant direct relationship or a significant moderating effect. The effect size for the interaction between Internal Locus of Control and Work-Life Balance is not visible in the available table and should be checked against the original output before the analysis is finalized.

c. Hypothesis Testing

Hypothesis testing was conducted to assess the direct relationships between Lifestyle and Employee Performance, Work-Life Balance and Employee Performance, and the moderating effects of Internal Locus of Control. The results are presented in Table 7.

Table 7. Hypothesis Testing

Hypothesis	Original Sample (O)	Sample Mean (M)	STDEV	T Statistics	P Values	Decision
Lifestyle → Employee Performance	0.126	0.125	0.102	1.232	0.218	Not Accepted
Work-Life Balance → Employee Performance	0.260	0.269	0.103	2.530	0.011	Accepted
Internal Locus of Control × Lifestyle → Employee Performance	0.138	0.133	0.115	1.193	0.233	Not Accepted
Internal Locus of Control × Work-Life Balance → Employee Performance	-0.107	-0.099	0.114	0.942	0.346	Not Accepted

The hypothesis testing results show that only the direct relationship between Work-Life Balance and Employee Performance is statistically significant at the 5% significance level. The other three paths have p-values greater than 0.05 and therefore do not provide sufficient evidence of statistically significant relationships in this sample.

1) Lifestyle and Employee Performance

The path coefficient from Lifestyle to Employee Performance is positive ($\beta = 0.126$), but the relationship is not statistically significant ($t = 1.232$, $p = 0.218$). Therefore, the hypothesis that Lifestyle significantly influences Employee Performance is not supported. Although the estimated coefficient indicates a positive direction, the available evidence does not establish that Lifestyle has a reliable direct effect on employee performance in this sample. One possible interpretation is that lifestyle differences alone may not be sufficient to explain variations in performance among employees who are also studying. Their performance may depend on how they manage work demands, study commitments, personal responsibilities, and other contextual factors. These explanations remain possibilities rather than findings directly tested by the current model.

2) Work-Life Balance and Employee Performance

Work-Life Balance has a positive and statistically significant relationship with Employee Performance ($\beta = 0.260$, $t = 2.530$, $p = 0.011$). The hypothesis is therefore supported. This result suggests that employees who experience a better balance between work and personal responsibilities tend to report better performance. For employees pursuing higher education while working, managing competing responsibilities may be particularly important. Adequate time and energy for work, study, and personal life may help employees maintain focus and meet their work obligations. The result supports the relevance of Work-Life Balance in understanding employee performance in this specific sample. However, because the analysis does not establish causality, the finding should be interpreted as a statistically significant positive association within the tested model.

3) Moderating Role of Internal Locus of Control in the Lifestyle–Performance Relationship

The interaction coefficient between Internal Locus of Control and Lifestyle is positive ($\beta = 0.138$), but it is not statistically significant ($t = 1.193$, $p = 0.233$). Consequently, the hypothesis that Internal Locus of Control moderates the relationship between Lifestyle and Employee Performance is not supported. The positive coefficient indicates the estimated direction of the interaction, but the p-value does not provide sufficient evidence that this interaction differs from zero. Thus, the findings do not establish that the relationship between Lifestyle and Employee Performance changes significantly according to employees' Internal Locus of Control. Further research could examine whether other individual or organizational factors explain differences in this relationship.

4) Moderating Role of Internal Locus of Control in the Work-Life Balance–Performance Relationship

The interaction coefficient between Internal Locus of Control and Work-Life Balance is negative ($\beta = -0.107$), but it is not statistically significant ($t = 0.942$, $p = 0.346$). Therefore, the hypothesis that Internal Locus of Control moderates the relationship between Work-Life Balance and Employee Performance is not supported. Although the estimated interaction is negative, its statistical insignificance means that the study does not provide sufficient evidence that Internal Locus of Control changes the relationship between Work-Life Balance and Employee Performance. The significant direct relationship between Work-Life Balance and Employee Performance should therefore be distinguished from the nonsignificant moderating effect. Work-Life Balance is associated with Employee Performance, but this analysis does not establish that the strength of that relationship depends on Internal Locus of Control.

4.4. Discussion

The findings provide a differentiated picture of the relationships among Lifestyle, Work-Life Balance, Internal Locus of Control, and Employee Performance among employees who are simultaneously pursuing higher education in Jakarta. Work-Life Balance has a positive and statistically significant relationship with Employee Performance, whereas Lifestyle does not show a statistically significant direct relationship. In addition, neither of the two interaction terms involving Internal Locus of Control is statistically significant. The significant relationship between Work-Life Balance and Employee Performance highlights the importance of managing professional and personal responsibilities. Employees who study while working face demands from more than one role. Their ability to coordinate working hours, academic requirements, and personal commitments may be relevant to maintaining work performance. The positive coefficient in this study suggests that better Work-Life Balance is associated with better Employee Performance, although the model does not establish a causal effect.

In contrast, the direct relationship between Lifestyle and Employee Performance is not statistically significant. This finding indicates that lifestyle, as measured in this study, cannot be considered a reliable direct predictor of performance based on the available evidence. The result does not necessarily mean that lifestyle is irrelevant in every organizational context. Its relationship with performance may depend on how lifestyle is defined and measured, as well as the demands of the job, individual circumstances, and other variables not included in the model. The moderation analysis also provides no statistically significant evidence that Internal Locus of Control changes either the Lifestyle–Employee Performance relationship or the Work-Life Balance–Employee Performance relationship. Although the interaction coefficients have different signs, neither reaches the conventional significance threshold. Accordingly, the results do not support claims that Internal Locus of Control strengthens or weakens these relationships in the study sample.

The R^2 value of 0.666 indicates that the model explains 66.6% of the variance in Employee Performance, with an adjusted R^2 of 0.649. This suggests that the variables included in the model collectively account for a substantial proportion of the observed variation. However, the model-level explanatory power should not be confused with the significance of individual paths. The hypothesis tests show that only Work-Life Balance has a statistically significant direct relationship with Employee Performance, while the tested moderation effects are not significant. The effect-size results show that Internal Locus of Control has the largest reported f^2 value (0.306), followed by Work-Life Balance (0.075), Lifestyle (0.021), and the interaction between Internal Locus of Control and Lifestyle (0.020). These values indicate differences in the predictors' contributions to the model. However, the relatively large effect size reported for Internal Locus of Control

should not be interpreted as proof of a significant moderating effect. The direct path and interaction paths represent distinct relationships and must be evaluated separately. Overall, the findings suggest that Work-Life Balance is the clearest statistically supported factor associated with Employee Performance in this study. Lifestyle and the moderating effects of Internal Locus of Control are not statistically supported by the current analysis. These results provide a basis for further investigation into other factors that may help explain employee performance among individuals who combine full-time employment with higher education. Future research could examine additional individual and organizational variables and test whether the findings hold across different occupations, organizations, and employee groups.

V. Conclusion

The findings indicate that work-life balance has a positive and statistically significant relationship with employee performance among employees pursuing higher education in Jakarta. In contrast, lifestyle does not have a statistically significant direct relationship with employee performance. Internal locus of control also does not significantly moderate the relationships between lifestyle and employee performance or between work-life balance and employee performance. These results identify work-life balance as the only factor among the tested relationships that receives statistical support, while the proposed direct effect of lifestyle and both moderating effects remain unsupported.

The findings highlight the importance of considering employees' ability to balance professional responsibilities with personal and educational commitments. Organizations may consider reviewing workload arrangements, providing appropriate flexibility, and strengthening support for employees managing multiple responsibilities. Such measures may help create working conditions that are more conducive to employee performance. However, the findings should not be interpreted as evidence that these specific organizational practices will necessarily improve performance, as the study did not directly test their effectiveness.

This study has limitations regarding the characteristics and scope of its sample, which may restrict the generalizability of the findings to other employee populations and organizational settings. Future research could include respondents from multiple organizations and industries to assess whether the relationships remain consistent across different work contexts. Longitudinal studies could also examine how work-life balance and employee performance change over time, while mixed-methods research could provide deeper insights into employees' experiences of balancing work, education, and personal life. Further studies may additionally investigate other individual and organizational factors that could explain employee performance and identify the conditions under which internal locus of control may play a moderating role.

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