

How Do Work-Life Balance and Work Environment Affect Employee Performance Through Job Satisfaction?

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ABSTRACT

This study examines how work-life balance, the work environment, and job satisfaction influence employee performance, emphasizing the mediating role of job satisfaction in these relationships at the Surakarta Medium Tax Service Office. A total of 117 employees participated, with data collected using a census sampling approach and questionnaires. The analysis was conducted using SmartPLS 3.0 software. The findings reveal that work-life balance, the work environment, and job satisfaction all significantly and positively impact employee performance. Furthermore, work-life balance and the work environment positively influence job satisfaction, which acts as a mediator connecting these factors to employee performance. The research highlights the critical role of improving work-life balance and fostering a supportive work environment to enhance job satisfaction and, consequently, employee performance.

Keywords: *work-life balance, work environment, job satisfaction, employee performance.*

ABSTRAK

Penelitian ini mengkaji bagaimana *work-life balance*, lingkungan kerja, dan kepuasan kerja mempengaruhi kinerja karyawan, menekankan peran mediasi kepuasan kerja dalam hubungan tersebut di Kantor Pelayanan Pajak Menengah Surakarta. Sebanyak 117 karyawan berpartisipasi, dengan data yang dikumpulkan menggunakan pendekatan pengambilan sampel sensus dan kuesioner. Analisis dilakukan dengan menggunakan perangkat lunak SmartPLS 3.0. Temuan ini mengungkapkan bahwa keseimbangan kehidupan kerja, lingkungan kerja, dan kepuasan kerja semuanya berdampak signifikan dan positif pada kinerja karyawan. Selain itu, keseimbangan kehidupan kerja dan lingkungan kerja secara positif memengaruhi kepuasan kerja, yang bertindak sebagai mediator yang menghubungkan faktor-faktor ini dengan kinerja karyawan. Penelitian ini menyoroti peran penting dalam meningkatkan keseimbangan kehidupan kerja dan menumbuhkan lingkungan kerja yang mendukung untuk meningkatkan kepuasan kerja dan, akibatnya, kinerja karyawan.

Kata kunci: *work-life balance, lingkungan kerja, kepuasan kerja, kinerja karyawan.*

INTRODUCTION

The rapid progression of globalization in the business sector and government institutions emphasizes the need for organizations to optimize employee performance to remain competitive and achieve maximum profit with efficient use of resources. Employees play a crucial role in achieving targets and running organizational processes. Their level of performance reflects the extent to which their duties and responsibilities are being completed and is also an indicator of the organization's success as a whole. Although awareness of the importance of employee

performance has increased, challenges in improving their performance still exist. Not only for private companies but also for public service institutions such as tax service offices, which must also adapt to globalization trends and be future-oriented, one of which is by paying attention to issues regarding employee work-life balance, the number of tasks that must be completed and the pressure exerted will cause an imbalance between physical and mental (psychic) (Irsyad et al., 2022). Almost all employees today face challenges in balancing their personal lives and careers that affect their performance. Therefore, work-life balance is crucial for employees to increase their productivity and professionalism (Rahmadani et al., 2023).

Achieving a balance between work and personal life is essential for influencing employee performance. In the modern era, employees aim to maintain harmony between their professional responsibilities and personal commitments to improve their overall quality of life. This balance is a significant focus for government and private institutions employees because a lack of attention can decrease productivity (Mundung et al., 2022). Since 1930, Work-life balance programs have been introduced through company policies that enable employees to work productively and efficiently while offering flexible hours to manage personal matters. Work-life balance refers to the ability of individuals to allocate enough time to achieve harmony between their work and personal lives. This includes enjoying quality moments with family, taking leisure time to unwind, fostering effective communication with colleagues, and efficiently completing tasks with precision (Noviani, 2021).

Based on the findings of research conducted by (Bataineh, 2019; Irsyad et al., 2022; Noviani, 2021; Rahmadani et al., 2023) revealed that work-life balance affects employee performance, the existence of good work-life balance practices can provide benefits for employees and organizations, such as reducing stress levels and also employees feel happier both at work and at home. Therefore, employees with positive feelings will work more productively, increasing employee performance. However, this study's results differ from those of research conducted by (Mundung et al., 2022), which showed that work-life balance has no impact on employee performance.

On the other hand, the high employee performance that will be obtained also depends on the work environment found in each company. Therefore, the environment has a crucial meaning for employees on the move because the work environment has both direct and indirect effects on employees doing activities (Usman et al., 2023). The company's climate or conditions can be used as a point of view of its work environment, in conditions of a conducive work environment that can provide the necessary support and resources for employees to feel motivated, excited, and productive. So this will increase employee performance (Zhenjing et al., 2022).

The research findings from (Pratiwi et al., 2023; Sambul, 2021; Usman et al., 2023; Zhenjing et al., 2022) indicate that the work environment has an impact on employee performance, and enhancing employee performance is closely linked to creating a conducive work environment. As a result, it is essential for companies to prioritize the development of a work environment that is comfortable, safe, and

fulfills all health and productivity requirements, as this will positively influence employee performance. However, these findings contrast with those of (Nurhandayani, 2022; Saputra et al., 2023), whose research concluded that the work environment does not affect employee performance.

While the significance of work-life balance and the work environment is well established, limited research has examined how these factors influence employee performance through job satisfaction, particularly in public service institutions like taxation. According to (Alshebami, 2021), maintaining a healthy work-life balance boosts morale, enhances job satisfaction, and fosters a strong sense of responsibility in both professional and personal life. High morale equips employees to consistently provide exceptional service to the community. Similarly (Paliga et al., 2022), highlight that a supportive and comfortable work environment within an organization can significantly improve employee productivity. Based on this context, the study aims to (1) investigate the effects of work-life balance, work environment, and job satisfaction on employee performance, and (2) examine the mediating role of job satisfaction in the relationship between work-life balance, work environment, and employee performance at the Surakarta Medium Tax Service Office.

LITERATURE REVIEW

1. Work-life balance

Bataineh (2019) Work-life balance represents a condition where professional and personal lives are in harmony. For employees, it involves managing job responsibilities effectively while attending to family commitments. From an organizational standpoint, work-life balance means creating a supportive work environment that allows employees to focus fully on their duties during working hours.

2. Work environment

Afandi (2018:66) The work environment includes a range of elements that influence employee performance, such as temperature, humidity, ventilation, lighting, noise levels, cleanliness of the workspace, and the sufficiency of work equipment. It can be described as the collection of tools, surroundings, and conditions where an individual or group operates, along with the methods used, all of which influence their work outcomes.

3. Job satisfaction

Wibowo (2017:170) Job satisfaction is an individual's general perception of their job, shaped by the difference between the rewards they receive and the rewards they expect to receive. According Priansa (2014: 291), job satisfaction is a worker's emotional response to their job, whether positive or negative, influenced by their interaction with the work environment. It represents a mental perception and evaluation of the job based on personal experiences and workplace conditions.

4. Employee performance

Employee performance is defined as the achievements of individuals or groups over a certain period, based on their designated roles and

responsibilities. It encompasses the quality and quantity of outcomes produced and is influenced by motivation and individual capabilities in task execution. Effective performance should align with organizational objectives, adhere to legal standards, and uphold ethical and moral principles (Afandi, 2018; Kaswan, 2019; Mangkunegara, 2017).

RESEARCH METHOD

This study employs a descriptive quantitative research design, utilizing statistical methods, including both descriptive and inductive statistics, for data analysis. The research was carried out at the Surakarta Medium Tax Service Office, located at Street Veteran No. 299, Tipes, Serengan, Surakarta City, Central Java, over a six-month period from April 2024 to August 2024. Adopting a descriptive quantitative approach, the study involved all 117 employees of the Surakarta Medium Tax Service Office, covering the process from observation to data analysis and drawing conclusions. The sampling method used was census or total sampling, ensuring that the entire population was included in the study. According to Sugiyono (2022:140) the total sampling technique, also known as a census, is a method that involves including the entire population as the sample. In this approach, every individual in the population serves as a subject of the study or a respondent providing information. The goal of this technique is to gather comprehensive and representative data from the whole population. This study employs various data collection methods, such as observation, interviews, questionnaires, documentation, and literature reviews. Data analysis is carried out using the Partial Least Squares (PLS) method with the assistance of SmartPLS 3.0 software. To ensure the validity and reliability of the research instruments, tests such as Convergent Validity, AVE, Cronbach's Alpha, and Composite Reliability are performed. Furthermore, the model's accuracy is validated, and the relationships between variables are analyzed through Path Coefficients and p-values.

RESULTS AND DISCUSSION

1. Descriptive statistical test

Descriptive statistical analysis is used to provide a summary of the variable data, presenting measures such as the mean, standard deviation, minimum, and maximum values to describe the data distribution.

Table 1. Descriptive statistical test

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Work life balance	117	17	25	0.21915	0.02151
Work environment	117	14	25	0.19444	0.02036
Job satisfaction	117	15	25	0.21291	0.02746
Employee performance	117	18	25	0.21231	0.01901
Valid N	117				

Source: Processed data, 2024.

Table 1 shows that the standard deviation value of each variable is smaller than its mean value: work-life balance (0.02151 of 0.21915), work environment (0.02036 of 0.19444), job satisfaction (0.02746 of 0.21291), and employee performance (0.01901 of 0.21231). This shows that the data on each variable is relatively consistent without significant deviations.

2. Convergent Validity

Convergent validity is evaluated by examining the correlation between the item scores or component scores and the construct score, which is reflected in the standardized loading factor. Indicators are considered valid if they correlate > 0.7 with the construct, but according to Ghozali (2021:30), an outer loading value of 0.5 - 0.6 is sufficient.

Table 2. Convergent Validity

NO	Indicator	Value Loading Factor	Description
1	Work life balance (X ₁)	0,833	Valid
2		0,869	Valid
3		0,866	Valid
4		0,870	Valid
5		0,798	Valid
6	Work environment (X ₂)	0,747	Valid
7		0,736	Valid
8		0,802	Valid
9		0,718	Valid
10		0,744	Valid
11	Job satisfaction (Z)	0,913	Valid
12		0,891	Valid
13		0,893	Valid
14		0,926	Valid
15		0,882	Valid
16	Employee performance (Y)	0,780	Valid
17		0,824	Valid
18		0,814	Valid
19		0,735	Valid
20		0,765	Valid

Source: Processed data, 2024.

Based on Table 2, the loading factor value on all statement items is > 0.70 and declared valid.

3. Discriminant Validity

Discriminant Validity in a measurement model with reflective indicators is evaluated by analyzing the cross-loadings of the measurements with their respective constructs. According to Ghozali (2021:35), another method to verify the validity of a construct involves examining the AVE (Average Variance Extracted) value. A model is considered acceptable if the AVE for each construct exceeds 0.5.

Table 3. Discriminant Validity

Variable	Value AVE	Description
Work life balance	0,718	Valid
Work environment	0,562	Valid
Job satisfaction	0,812	Valid
Employee performance	0,615	Valid

Source: Processed data, 2024.

As shown in Table 3, this study demonstrates strong discriminant validity, with each construct achieving a value greater than 0.50.

4. Composite reliability

Composite reliability is an indicator used to assess the reliability of a construct, which is observed through the latent variable coefficients. The evaluation of composite reliability involves two measures: internal consistency and Cronbach's alpha. A construct is considered reliable if the value exceeds 0.6 (Ghozali, 2021).

Table 4. Composite reliability

Variable	Cronbach's Alpha	Composite Reliability	Description
Work life balance	0,902	0,903	Reliable
Work environment	0,810	0,824	Reliable
Job satisfaction	0,942	0,946	Reliable
Employee performance	0,843	0,848	Reliable

Source: Processed data, 2024.

Table 4 indicates that all variables are reliable, as evidenced by Cronbach's Alpha and Composite Reliability values exceeding 0.6.

5. R-Square

The R-Square value indicates how much of the variation in the dependent variable is explained by the independent variables. It ranges from 0 to 1, with values closer to 1 signifying stronger explanatory power (Ghozali, 2021).

Table 5. R-Square

Variable	R Square	R Square Adjusted
Employee performance	0,573	0,562
Job satisfaction	0,529	0,521

Source: Processed data, 2024.

Table 5 shows that the R² value for the employee performance variable is 0.562, indicating that 56.2% of employee performance is explained by work-life balance, the work environment, and job satisfaction collectively. The remaining 43.8% is influenced by factors outside the research model. Similarly,

the R2 value for the job satisfaction variable is 0.521, meaning that 52.1% of job satisfaction is determined by work-life balance and the work environment, while the other 47.9% is shaped by factors not included in the model. These findings underscore the significant influence of work-life balance and the work environment on both employee performance and job satisfaction. However, factors beyond the scope of this study also play a considerable role in these outcomes. To gain deeper insights and improve predictive accuracy for employee performance and job satisfaction, it is important to investigate additional influencing factors. Therefore, future studies or an expanded model that incorporates these overlooked variables are recommended.

6. Hypothesis test

Hypothesis testing is conducted to evaluate the direct and indirect effects on the dependent variable as specified in the hypotheses. This analysis employs the bootstrapping method using SmartPLS 3.0. A hypothesis is deemed valid if the t-statistic is greater than 1.96 or the p-value is less than 0.05 (Ghozali, 2021).

Table 6. Hypothesis test

Hypothesis	Original Sample	T Statistics	P Values	Description
Work life balance -> Employee performance	0,290	2,673	0,008	Positive
Work environment -> Employee performance	0,164	2,072	0,039	Positive
Job satisfaction -> Employee performance	0,414	3,689	0,000	Positive
Work life balance -> Job satisfaction	0,555	7,329	0,000	Positive
Work environment -> Job satisfaction	0,262	4,872	0,000	Positive
Work life balance -> Job satisfaction - > Employee performance	0,230	3,182	0,002	Positive
Work environment -> Job satisfaction - > Employee performance	0,109	3,013	0,003	Positive

Source: Processed data, 2024.

Table 6 presents the results of hypothesis testing, illustrating the impact of the independent variable on the dependent variable through the mediating variable. The findings are detailed as follows:

a. Work-life balance positively and significantly affects employee performance at the Surakarta Medium Tax Office.

Table 6 shows a p-value of 0.008, which is below the 5% threshold, and a T-statistic of 2.673, exceeding the critical value of 1.96. These findings confirm that work-life balance has a significant and positive effect on employee performance at the Surakarta Medium Tax Service Office. In the modern professional environment, work-life balance is an essential concept that helps employees effectively allocate their time and energy between professional duties and personal commitments. Achieving this balance enhances productivity, as employees feel more relaxed, focused, and motivated in carrying out their responsibilities. The agency's work-life

balance program aims to enhance employee performance by fostering a supportive workplace environment. Employees who can proportionally allocate their time between work and personal life are less likely to experience stress, which directly enhances their performance. Furthermore, maintaining a good work-life balance promotes better physical and mental health, enabling employees to deliver services more quickly and efficiently.

The results of this study align with the research conducted by (Bataineh, 2019; Irsyad et al., 2022; Noviani, 2021; Rahmadani et al., 2023), which found that work-life balance has a significant and positive effect on employee performance. Employees who successfully balance their professional and personal lives can maintain a high level of professionalism, even while working remotely, and meet productivity expectations. This balance enables employees to effectively manage both work responsibilities and personal commitments without compromising attention to detail. These findings highlight the critical role of work-life balance in shaping employee performance, with improved balance leading to enhanced performance outcomes.

b. The work environment positively and significantly affects employee performance at the Surakarta Medium Tax Service Office.

As indicated in Table 6, the p-value of 0.039 is below the 5% threshold, and the T-statistic of 2.072 exceeds the critical value of 1.96. These results confirm that the work environment has a significant and positive effect on employee performance at the Surakarta Medium Tax Service Office. A conducive work environment, encompassing physical, social, and psychological elements, fosters employee motivation and enhances work efficiency. Key factors such as adequate facilities, a comfortable workspace, harmonious relationships among colleagues, and support from both leaders and peers play a vital role in fostering a productive environment. When employees feel comfortable at work, they can focus better on completing their duties and responsibilities, enabling them to achieve targets more efficiently. Thus, cultivating a positive work environment at the Surakarta Medium Tax Service Office is essential for driving employees to perform at their best.

The findings of this study are consistent with research conducted by (Pratiwi et al., 2023; Sambul, 2021; Usman et al., 2023; Zhenjing et al., 2022), their research demonstrated that the work environment has a significant and positive impact on employee performance. A supportive workplace facilitates smooth task execution, with elements such as comfort and safety playing a vital role in creating a productive and enjoyable atmosphere. Such an environment enables employees to perform their duties efficiently while enhancing overall productivity.

c. Job satisfaction positively and significantly affects employee performance at the Surakarta Medium Tax Service Office.

According to Table 6, the p-value of 0.000 is less than 5%, and the T-statistic of 3.689 exceeds 1.96. This indicates that job satisfaction has a

positive and significant impact on employee performance at the Surakarta Medium Tax Service Office. Higher levels of job satisfaction among employees lead to better performance outcomes. Satisfied employees are typically more motivated, loyal, and dedicated to their responsibilities, resulting in greater productivity and improved service quality for taxpayers. Moreover, employees who feel satisfied in their roles are more adaptable to change, more innovative in addressing challenges, and experience reduced job-related stress. Therefore, job satisfaction is a key factor in enhancing both individual and organizational performance at the Surakarta Medium Tax Service Office, contributing positively to the institution's goals and objectives.

The findings of this study align with research conducted by (Harahap & Tirtayasa, 2020; Kurniawan et al., 2019; Marhil et al., 2023; Sugiarto et al., 2020; Suleman et al., 2022), which demonstrated that high job satisfaction not only makes employees happier but also increases their focus, productivity, and sense of responsibility towards their work. This, in turn, directly improves individual performance and contributes to the overall success of the organization.

d. Work-life balance positively and significantly affects job satisfaction at the Surakarta Medium Tax Service Office.

Table 6 reveals a p-value of 0.000, which is below the 5% threshold, and a T-statistic of 7.329, surpassing the critical value of 1.96. These results indicate that work-life balance significantly and positively influences job satisfaction at the Surakarta Medium Tax Service Office. When employees effectively manage their time between work and personal life, their job satisfaction improves. Employees with a well-maintained balance between professional and personal responsibilities are generally happier, experience less stress, and demonstrate higher productivity in performing their duties. This is because they have sufficient time to relax, spend quality moments with family, and engage in personal activities outside of work, boosting their morale and motivation. Furthermore, organizational policies that promote work-life balance, such as flexible working hours, equitable workload distribution, and supportive leadership, contribute to creating a more comfortable workplace. Employees who feel that the organization values their personal and family needs are more likely to remain loyal and committed, striving to deliver their best efforts.

The results of this study align with the findings of previous research conducted by (Alshebami, 2021; Hazami & Riyanto, 2022; Paliga et al., 2022; Sayekti & Suhartini, 2018; Sutrisno et al., 2022), These studies highlight that maintaining a balanced work-life dynamic not only increases employee happiness and satisfaction but also enhances their productivity, creativity, and ability to perform at their best. Establishing this balance is crucial for creating a positive and supportive work environment, which ultimately contributes to higher overall job satisfaction.

e. The work environment positively and significantly affects job satisfaction at the Surakarta Medium Tax Service Office.

Table 6 indicates that the p-value of 0.000 is below the 5% threshold, and the T-statistic of 4.872 exceeds the critical value of 1.96. These results confirm that the work environment has a significant and positive impact on job satisfaction at the Surakarta Medium Tax Service Office. In other words, better workplace conditions lead to higher levels of employee satisfaction. The work environment includes physical and social factors, such as facilities, cleanliness, comfort, a conducive work atmosphere, and harmonious relationships between employees and superiors. When employees work in a place that is clean, tidy, and equipped with adequate facilities, they feel more comfortable and motivated to complete their tasks. A positive work atmosphere also plays an important role in improving morale. Support from coworkers, good communication with superiors, and an atmosphere of cooperation and mutual respect create a pleasant environment. Employees who feel supported and valued will be more emotionally and intellectually engaged in their work, increasing their job satisfaction. With a comfortable and harmonious work environment, Surakarta Medium Tax Office employees can work more effectively, experience lower stress, and show higher loyalty to the organization. A good work environment creates synergy between individual performance and job satisfaction, contributing to the organization's overall success.

The findings of this study align with the research conducted by (Ayunasrah et al., 2022; Indra & Rialmi, 2022; Putri & Supriadi, 2022; Ratnasih et al., 2023), the work environment has a significant and positive effect on job satisfaction. A comfortable, secure, and harmonious workplace is crucial for creating a supportive environment for employees. When these conditions are fulfilled, employees feel valued, protected, and motivated, which directly improves their well-being and overall job satisfaction.

f. Work-life balance positively and significantly affects employee performance through job satisfaction at the Surakarta Medium Tax Service Office.

Table 6 reveals that the p-value of 0.002 is below the 5% threshold, and the T-statistic of 3.182 surpasses the critical value of 1.96. These findings confirm that work-life balance has a significant and positive impact on employee performance through job satisfaction at the Surakarta Medium Tax Service Office. This suggests that maintaining a balance between personal and professional life enhances job satisfaction, which, in turn, directly boosts employee performance. Employees who effectively allocate their time and energy between professional responsibilities and personal needs tend to feel more fulfilled in their roles. This increased job satisfaction fosters greater motivation, enthusiasm, and a stronger commitment to their work.

Employees who feel satisfaction from a good work-life balance also tend to be more focused, creative, and productive in completing their tasks.

They have enough energy to contribute maximally at work because the workload does not interfere with their personal lives. Job satisfaction acts as a mediator between work-life balance and employee performance. Employees who successfully maintain a balance between their personal and professional lives tend to exhibit improved performance, greater discipline, effective teamwork, and the ability to meet the goals established by the organization. Thus, a well-maintained work-life balance through job satisfaction is key to driving employee performance at the Surakarta Medium Tax Office and contributing to the organization's overall success.

g. The work environment positively and significantly affects employee performance through job satisfaction at the Surakarta Medium Tax Service Office.

As shown in Table 6, the p-value of 0.003 is below the 5% threshold, and the T-statistic of 3.013 exceeds the critical value of 1.96. These results demonstrate that the work environment has a significant and positive effect on employee performance through job satisfaction at the Surakarta Medium Tax Service Office. This finding suggests that a favorable work environment not only enhances job satisfaction but also directly contributes to improved employee performance. A supportive work environment includes physical factors such as cleanliness, comfort, and adequate facilities, as well as social factors like harmonious relationships with colleagues, open communication, and managerial support. Employees who operate in a supportive and encouraging workplace experience greater satisfaction and a sense of being valued, which boosts their motivation and enthusiasm for their tasks.

Job satisfaction resulting from a positive work environment acts as a bridge between workplace conditions and employee performance. Employees who experience comfort and safety in their work environment are generally more productive, complete tasks efficiently, and achieve higher performance levels. They are also more equipped to handle job challenges with a constructive outlook and contribute significantly to the organization's objectives.

In addition, a supportive work environment also reduces stress and improves employees' mental health, which in turn affects their performance. With a comfortable working atmosphere and good relationships between employees, absenteeism can be reduced, and employee commitment can be increased. Therefore, a good work environment, through job satisfaction, creates an atmosphere that encourages employees to achieve optimal performance, thus positively impacting the overall success of the Surakarta Medium Tax Office.

CONCLUSION

The results of the hypothesis testing demonstrate that work-life balance has a significant and positive influence on employee performance at the Surakarta Medium Tax Service Office. Likewise, the work environment significantly contributes to

improved employee performance. Job satisfaction is identified as another crucial factor, showing a positive and significant impact on performance. Additionally, both work-life balance and the work environment play a vital role in enhancing job satisfaction, which acts as a mediator to amplify their positive effects on employee performance. This mediation further strengthens the overall impact of these variables on performance outcomes.

Based on these findings, it is recommended that the management of the Surakarta Medium Tax Service Office continue implementing policies that support work-life balance, such as flexible work schedules and employee welfare programs, to maximize performance. Additionally, prioritizing the development of a supportive work environment by providing sufficient facilities and fostering a culture of collaboration is essential. Initiatives to improve job satisfaction, such as acknowledging employee achievements and offering opportunities for career growth, can further enhance the positive influence of work-life balance and the work environment on employee performance. These strategies are anticipated to increase employee motivation and overall productivity.

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