

The Influence of Work-Life Balance, Organizational Culture, and Job Satisfaction on Employee Performance at PT. GMF AeroAsia Tbk (Case Study on the Aircraft Support and Industrial Solution Unit)

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ABSTRACT

Since employee performance directly impacts productivity and the achievement of corporate objectives, it is a critical factor in organizational success and competitiveness. Thus, the purpose of this study is to investigate how job happiness, organizational culture, and work-life balance affect the preservation and enhancement of employee performance. Quantitative approaches were used in this investigation. Saturated sampling was used throughout the sample process, yielding 93 responders. Primary data for this investigation were collected through questionnaires. To analyze the data, multiple linear regression was employed. The findings suggest that job happiness, corporate culture, and work-life balance all partially and concurrently affect worker performance.

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1. INTRODUCTION

The main factor influencing an organization's success and long-term competitiveness is employee performance. The business's productivity and performance are directly affected by the roles workers play in fulfilling their obligations. In some situations, companies require committed, capable, and productive workers to achieve their objectives. This is because staff productivity significantly influences the success and attainment of business objectives. Achieving a company's goals and objectives largely depends on the caliber and volume of individual work output (Putri et al., 2023). It is essential to pay attention to the work environment and psychological factors to sustain and enhance this performance. Three determining variables (work-life balance, corporate culture, and job satisfaction) and their effects on employee performance are the main topics of this study.

A healthy work-life balance can help people perform at their best by lowering stress and role conflict. For workers or members of an organization, work-life balance is the balance between work and life. The organization is responsible for this work-life balance. Through a variety of initiatives and policies, organizations help their people achieve and preserve work-life balance (Capnary, 2024).

The goal of work-life balance is to maintain equilibrium while fulfilling different responsibilities. Individual conflict is reduced, and work and family responsibilities can coexist peacefully when work-life balance is maintained (Rincy & Panchanatham, 2010). An effective work-life balance program makes it evident that employees are appreciated as human beings, according to a study by Minarika et al., (2020). Employees respond to this psychological factor with enhanced motivation, productivity, attendance, commitment, loyalty, performance, and job happiness, which has a significant impact on business success. Companies that adopt a strong work-life balance allow workers to balance their personal and professional lives, resulting in satisfaction and passion in carrying out their duties within the firm, according to a study by Kholifah & Fadli (2022). Employers who use a standard working schedule give their staff members the flexibility to use their leisure time however they want, including relaxing, spending time with family, pursuing hobbies, or working.

This runs counter to studies by Wardhani & Hasan (2024) and Palar et al., (2022), which concluded that work-life balance had no discernible effect on worker performance. This is because of the COVID-19 epidemic, which has made most workers accustomed to juggling work and leisure activities unproductive due to rearranged work schedules. Employees are also unable to maximize their performance due to an unfavorable work environment, which makes it difficult for them to balance work and personal obligations.

An organization's culture can affect how well its employees perform. According to Sutrisno (2020), organizational culture is an unseen social force that can inspire employees to do their jobs. A pattern of beliefs and organizational values ingrained in all members of the organization to carry out their work as the proper way to understand, think, and feel about related problems is one way an organization develops distinctive characteristics that set it apart from other organizations. This will eventually become a value or rule within the organization (Sihombing, 2023). According to research by Dewi et al., (2024), organizational culture is a set of shared values within a business or organization that workers use as a guide and source of belief when performing their duties to meet the firm's established goals. According to research by Fauzan et al., (2023), when an organization has a positive organizational culture, its employees perform better because they share a set of values, beliefs, habits, and attitudes that help them do their jobs and understand the principles the company has adopted. When employees' values align with the company's, they will be more serious about their work, boosting their performance.

A productive corporate culture may be developed if all members adhere to established behavioral standards, in contrast to the findings of Nadhiroh et al., (2022), who found that organizational culture did not influence employee performance. According to research by Beri & Swasti (2024), the presence of SOPs, specific regulations, and distinct goals for every employee in every department enables people to continue working toward goals independently of the current organizational culture.

Employee performance can also be impacted by job satisfaction. Employees who believe their needs are being fulfilled and are content with their jobs and the firm they work for are said to be in a state of job contentment. Individual differences in job satisfaction indicators are inevitable (Firdaus, 2023). An affective or emotional reaction that represents a person's evaluation of several facets of their work is known as job satisfaction. In this sense, job satisfaction is a multifaceted notion rather than a singular idea. Someone can be content with one area of their work while being unhappy with another. An employee's favorable attitude toward their work, which results from their assessment of the working environment, is reflected in their job satisfaction (Juhedi, 2021). According to research findings by Fitriya & Kustini (2022), job satisfaction is crucial for driving employee performance. As such, it must be maintained in a positive state and continuously assessed and enhanced by offering support, expressing gratitude, and allocating work to each employee's skill set to promote improvements in employee performance. According to a study by Pratama & Irbayuni (2023), when workers are happy with the outcomes they have achieved and the contribution the company has made to their work, their performance will also rise because they are happy with their job and the services the company offers.

In contrast to the research findings of Fauziek & Yanuar (2021), which indicated that employee performance is unaffected by work happiness. This happens because work features prioritize employee performance over enjoyment. According to research by Rohimah et al., (2023), coworkers, supervisors, work assignments, and the workplace environment may all have an ineffective impact on job satisfaction and employee performance.

The Aircraft Support and Industrial Solutions (ASIS) Unit will serve as the study site. Employee performance in the ASIS Unit is essential to preserving the business's operating capabilities and market competitiveness in the aviation industry solutions and aircraft maintenance markets. Because ASIS's maintenance, repair, and overhaul services rely heavily on accuracy, safety compliance, and punctuality, the performance of those working in this area directly affects the quality of the end product and customers' trust in the company. Every performance metric in the ASIS Unit can significantly influence operational risk and the company's reputation, given these high standards. Understanding the degree to which organizational and psychological elements, such as work-life balance, corporate culture, and job satisfaction, influence employee performance is essential, given the complexity of tasks and work constraints.

Based on the explanation above, the researcher is interested in discussing the impact of work-life balance, organizational culture, and job satisfaction on employee performance. Therefore, the researcher is interested in conducting a study entitled "The Effect of Work-Life Balance, Organizational Culture, and Job Satisfaction on Employee Performance".

2. METHODS

In this study, descriptive and verification research approaches were employed. The goal of descriptive research is to use scientific methods to address real-world issues by describing a present condition or event. The goal of the verification approach is to analytically examine the hypothesis's assumptions about the relationship between the variables in the problem under investigation. The 93 workers in the Aircraft Support and Industrial Solutions Unit of PT GMF AeroAsia Tbk served as the study's population. Saturated sampling was the sample strategy employed in this investigation. Data were gathered through a survey. Instrument validity and reliability tests were required to assess the questionnaire's validity and bias. Multiple linear regression and other inferential statistics, along with traditional assumption tests, were employed in the data analysis.

Research Hypothesis

The influence of work life balance on employee performance

Maintaining harmony between one's personal and professional lives, reducing conflict, and boosting happiness all depend on work-life balance. A successful program shows how much a business values its workers. Work-life balance reduces the risk of stress and burnout by allowing workers to recuperate mentally and physically from work-related demands (Minarika et al., 2020). Performance, motivation, and productivity all rise with a healthy work-life balance (Rincy & Panchanatham, 2010). Employees can balance their jobs, become happier, more passionate, and more responsible with a supportive work environment (Kholifah & Fadli, 2022).

H1: Work life balance has an impact on employee performance

The influence of organizational culture on employee performance

An organization's unique traits and common values constitute its organizational culture. Particularly in businesses that place a high value on quality, organizational culture acts as an unwritten rule that influences employee priorities, work ethic, and conduct (Sihombing, 2023). All members of this culture adhere to a set of norms, values, and beliefs that guide their knowledge, thinking, and behavior to accomplish objectives and solve problems (Dewi et al., 2024). A favorable corporate culture, where employee values align with those of the organization, has been proven to boost employee commitment and performance (Fauzan et al., 2023).

H2: Organizational culture influences employee performance

The influence of job satisfaction on employee performance

Job satisfaction is an individual's emotional (affective) response and positive assessment of various aspects of their work, not just a single concept. Job satisfaction serves as both intrinsic and extrinsic motivation, where satisfied employees are more motivated to work hard, reduce absenteeism, and increase focus, which, in turn, directly supports employee performance in completing work (Juhedi, 2021). Maintaining and improving job satisfaction is important to boost employee performance. This can be done through support, recognition, job placement that matches skills (Fitriya & Kustini, 2022), and ensuring employee satisfaction with work results and the company's compensation (Pratama & Irbayuni, 2023).

H3: Job satisfaction has an impact on employee performance.

The influence of work life balance, organizational culture, and job satisfaction on employee performance

Job happiness, corporate culture, and work-life balance all reinforce one another to provide the best possible work output. When workers attain balance, they come to work in optimal physical and mental health. This is known as work-life balance. To establish norms that guide desirable job behavior, organizational culture serves as a basis. When workers are given fair advancement prospects and feel appreciated, their job happiness rises. In the end, job happiness, work culture, and work-life balance all directly affect how well employees perform. Research by Lestari et al., (2023) found that work-life balance impacts employee performance. Research by n Komang et al., (2023) suggests that improving employee performance can be achieved by providing orientation or guidance regarding a transparent chain of command, and companies can also implement stricter regulations to foster a positive organizational culture. Research by Suryani & Resniawati (2022) found that job satisfaction is closely related to employee attitudes toward their work, work situations, and collaboration between leaders and fellow employees.

H4: Work life balance, organizational culture, and job satisfaction have a simultaneous influence on employee performance.

3. FINDINGS AND DISCUSSION

Respondent Descriptive

Table 1. Respondent Descriptives

No	Description	Frequency	Percentage
Gender			
1	Woman	77	82,8%
	Man	16	17,2%
Age			
2	< 25 years	13	14,0%
	26-35 years	14	15,1%
	36-45 years	54	58,1%
	> 45 years	12	12,9%
Length of work			
3	< 1 years	3	3,2%
	1-5 years	13	14,0%
	6-10 years	36	38,7%
	> 10 years	41	44,1%
Education			
4	SMA/Sederajat	0	0,0%

D1/D2/D3	11	11,8%
S1/D4	48	51,6%
S2/S3	34	36,6%

Source: Data processed by researchers, 2025

Based on the table above, the majority of respondents were male, namely 77 respondents or 82.8%, aged between 36-45 years, as many as 54 respondents or 58.1%, the majority had worked for > 10 years, as many as 41 respondents or 44.1%, and had a Bachelor's/D4 education, as many as 48 or 51.6%.

Validity Test

Table 2. Validity Test Results

Variable	Indicator	Pearson Correlation	Description
Work-Life Balance	X1.1	0,642	Valid
	X1.2	0,683	Valid
	X1.3	0,631	Valid
	X1.4	0,594	Valid
	X1.5	0,766	Valid
	X1.6	0,625	Valid
	X1.7	0,625	Valid
	X1.8	0,702	Valid
	X1.9	0,551	Valid
Organizational Culture	X2.1	0,487	Valid
	X2.2	0,605	Valid
	X2.3	0,569	Valid
	X2.4	0,715	Valid
	X2.5	0,719	Valid
	X2.6	0,767	Valid
	X2.7	0,757	Valid
	X2.8	0,729	Valid
	X2.9	0,694	Valid
	X2.10	0,736	Valid
	X2.11	0,787	Valid
	X2.12	0,728	Valid
	X2.13	0,706	Valid
	X2.14	0,734	Valid
Employee Satisfaction	X3.1	0,731	Valid
	X3.2	0,796	Valid
	X3.3	0,752	Valid
	X3.4	0,737	Valid
	X3.5	0,792	Valid
	X3.6	0,702	Valid
	X3.7	0,790	Valid
	X3.8	0,798	Valid
	X3.9	0,675	Valid
	X3.10	0,690	Valid
	X3.11	0,788	Valid
	X3.12	0,713	Valid
Employee Performance	Y1.1	0,677	Valid
	Y1.2	0,708	Valid

Y1.3	0,771	Valid
Y1.4	0,685	Valid
Y1.5	0,690	Valid
Y1.6	0,637	Valid
Y1.7	0,659	Valid
Y1.8	0,767	Valid
Y1.9	0,696	Valid
Y1.10	0,753	Valid
Y1.11	0,758	Valid
Y1.12	,657	Valid

Source: Processed data, 2025

Table 2 above shows that each indicator statement regarding the variables of work-life balance, organizational culture, job satisfaction, and employee performance has a correlation value greater than the r-value (0.202). Therefore, all statements related to the research variables are credible.

Reliability Test

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Description
Work-life balance	0,827	Reliable
Organizational culture	0,917	Reliable
Job satisfaction	0,928	Reliable
Employee performance	0,908	Reliable

Source: Processed data, 2025

Table 3 above shows that the measuring instrument is trustworthy or credible because all variables—work-life balance, organizational culture, job satisfaction, and employee performance — have Cronbach's alpha values exceeding 0.6.

Classical Assumption Test

Normality Test

Table 4. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardiz ed Residual
N		93
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.04159639
Most Extreme Differences	Absolute	.091
	Positive	.080
	Negative	-.091
Test Statistic		.091
Asymp. Sig. (2-tailed)		.057 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Processed data, 2025

The results of the normality test above indicate that the classical assumptions are met, with an Asymp.Sig. (2-tailed) value of 0.057, which is greater than 0.050. Therefore, the data in this study are typically distributed.

Heteroscedasticity Test

Table 5. Heteroscedasticity Test Results

Variable	Sig.	Description
Work-life balance	0,954	There is no heteroscedasticity
Organizational culture	0,638	There is no heteroscedasticity
Job satisfaction	0,236	There is no heteroscedasticity

Sumber : Data diolah, 2025

The Table above shows the results of the heteroscedasticity test using the Glejser test, with a Sig value greater than 0.050. This indicates that there is no heteroscedasticity in all independent variables studied.

Multicollinearity Test

Table 6. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
Work-life balance	0,877	1,141
Organizational culture	0,771	1,298
Job satisfaction	0,845	1,183

Source: Processed data, 2025

The results of the multicollinearity test indicate that the tolerance values are greater than 0.10, and the VIF results suggest that the VIF values for the independent variables are less than 10. Therefore, there is no multicollinearity among the variables.

Multiple Linear Regression Test

Table 7. Multiple Linear Regression Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.839	3.421		.245	.807
	Work Life Balance	.193	.089	.123	2.168	.033
	Budaya Organisasi	.125	.050	.152	2.509	.014
	Kepuasan Kerja	.800	.052	.884	15.320	.000

a. Dependent Variable: Kinerja Karyawan

Source: Processed data, 2025

In table 7 above, the following regression equation is obtained:

$$Y = 0,839 + 0,193 X_1 + 0,125 X_2 + 0,800 X_3 + e$$

From the results of the equation above, it can be seen that.

1. The number of constants is 0.839, indicating that if the values of work-life balance (X1), organizational culture (X2), and job satisfaction (X3) are held constant, then employee performance is estimated to increase by 0.839.

2. Work-life balance has a positive value of 0.193. This means that for every one-unit increase in the work-life balance variable, the employee performance variable will increase by 0.193, assuming that the other independent variables in the regression model remain constant.
3. Organizational culture has a positive value of 0.125. This means that for every one-unit increase in the organizational culture variable, the employee performance variable will increase by 0.125, assuming that the other independent variables in the regression model remain constant.
4. Job satisfaction has a positive value of 0.800, indicating that adding a job satisfaction variable increases the employee performance variable by 0.800, assuming the other independent variables in the regression model remain constant.

Coefficient of Determination Test

Table 8. Results of the Determination Coefficient Test

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.866 ^a	.749	.741	3.092

a. Predictors: (Constant), Kepuasan Kerja, Work Life Balance, Budaya Organisasi

b. Dependent Variable: Kinerja Karyawan

Source: Processed data, 2025

Table 6 shows that the R-squared value is 0.749. This indicates that the independent variables—work-life balance, organizational culture, and job satisfaction—contribute 74.9% of the variation in the dependent variable, employee performance. Other independent variables not included in the study account for 25.1%.

Simultaneous Test (F Test)

Table 9. Simultaneous Test Results (F Test)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2545.998	3	848.666	88.743	.000 ^b
	Residual	851.120	89	9.563		
	Total	3397.118	92			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Kepuasan Kerja, Work Life Balance, Budaya Organisasi

Source: Processed data, 2025

Based on the results of the simultaneous F test, the number of F counts is 88.743, while the number of F tables is 2.71 with degrees of freedom = $n-k = 93-2 = 91$. Therefore, H4 is accepted. This shows that the theories of work-life balance, organizational culture, and job satisfaction affect employee performance.

Partial Test (t-Test)

Table 10. Partial Test Results (t-Test)

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	.839	3.421		.245	.807
	Work Life Balance	.193	.089	.123	2.168	.033
	Budaya Organisasi	.125	.050	.152	2.509	.014
	Kepuasan Kerja	.800	.052	.884	15.320	.000

a. Dependent Variable: Kinerja Karyawan

Source: Processed data, 2025

Based on Table 8 above, it can be seen that

1. The work-life balance variable has a partial influence on employee performance because the calculated t-value of 2.168 is greater than the t-table value of 1.987, and its significance level is less than 0.050 (0.033).
2. The organizational culture variable has a partial influence on employee performance because the calculated t-value of 2.509 is greater than the t-table value of 1.987, and its significance level is less than 0.050 (0.014).
3. The job satisfaction variable obtained a calculated t value of 15.320, which is greater than the t table of 1.987 and the significance level is smaller than 0.050, namely 0.000. This means that there is a partial influence between job satisfaction and employee performance.

Discussion

The Influence of Work Life Balance on Employee Performance

The results of the study indicate that work-life balance has a positive and significant impact on employee performance, as indicated by the calculated t-value exceeding the t-table value ($2.168 > 1.987$) and the p-value ($0.033 < 0.050$). These results align with research findings that show work-life balance has a significant effect on employee performance.

Work-life balance is the balance between an employee's work and life. This work-life balance is the organization's responsibility. Focusing on the organization's role demonstrates that work-life balance is not solely an individual responsibility but a strategic corporate commitment. Programs and regulations aim to create a supportive culture that actively recognizes and values employees' non-work needs. This ultimately improves employee retention, morale, and productivity (Capnary, 2024). Consistent with the research findings of Minarika et al., (2020), an effective work-life balance program clearly communicates that employees are valued as human beings. This psychological aspect has dramatic implications for company success, as employees respond with increased motivation, productivity, attendance, commitment, loyalty, performance, job satisfaction, and more. A study conducted by Kholifah & Fadli (2022) found that companies that implement effective work-life balance policies enable employees to balance their personal and work lives, leading to greater happiness and enthusiasm in fulfilling their responsibilities within the company. Companies that implement a standard working time system allow employees the freedom to use their free time, such as lounging, spending time with family, pursuing hobbies, engaging in recreation, or pursuing something productive.

The Influence of Organizational Culture on Employee Performance

The results of the study indicate that organizational culture has a positive and significant impact on employee performance, as indicated by the calculated t value exceeding the t Table value ($2.509 > 1.987$) and the significance level (0.014 is lower than 0.050). These results align with

research findings indicating that organizational culture has a significant effect on employee performance.

Organizational culture is one way an organization creates a distinctive characteristic that sets it apart from other organizations. It is a pattern of beliefs and values shared by all its members in carrying out their work, serving as the appropriate way to understand, think, and feel about problems. This distinctive characteristic-building process emphasizes culture's role as a competitive advantage. These core beliefs and values are internalized, forming a shared cognitive framework among employees. This process also ensures that new employees can quickly adapt and align with organizational expectations, making the culture a powerful social control mechanism (Sihombing, 2023). In line with the research findings of Dewi et al., (2024), it was found that organizational culture is a system of shared values within a company or organization that serves as a reference and belief for employees in carrying out their work to achieve the organization's set goals. Research by Fauzan et al., (2023) found that with a conducive organizational culture, employee performance will increase where employees have a series of values, beliefs, habitual behaviors, and attitudes that help employees in carrying out their work and understand the principles adopted by the organization where the values embraced by employees are in accordance with the values applicable in the organization, employees will be more serious in carrying out their work, thus employee performance will increase.

The Influence of Job Satisfaction on Employee Performance

The results of the study indicate that job satisfaction has a positive and significant impact on employee performance, as indicated by the calculated t value exceeding the t-table value (15.320 is greater than 1.987) and the significance level (0.000 is lower than 0.050). These results align with research findings indicating that job satisfaction has a significant effect on employee performance.

Job satisfaction is a psychological state experienced by employees who are happy with both their jobs and the company they work for, and who feel their needs are met. Focusing on psychological states and need fulfillment highlights the role of job satisfaction as a result of the fit between what individuals desire and what the organization offers. Differences between individuals imply that organizations need to implement diverse approaches to meet varying needs. When needs are met and a sense of satisfaction emerges, this becomes a predictor not only of performance but also of mental health and retention within the company. Maintaining and improving job satisfaction is crucial for boosting employee performance (Firdaus, 2023). Research by Fitriya & Kustini (2022) shows that job satisfaction is crucial for boosting employee performance. Therefore, it must be maintained, continuously evaluated, and constantly improved by providing support and appreciation, and by assigning work that aligns with each employee's skills to encourage performance improvement. When employees are satisfied with the results they have achieved and the company's contribution to their work, their performance will also improve because they are happy with what the company provides (Pratama & Irbayuni, 2023).

The Influence of Work Life Balance, Organizational Culture, and Job Satisfaction on Employee Performance

The results of the study indicate that work-life balance, organizational culture, and job satisfaction have a positive impact on employee performance, as evidenced by the calculated F value (88.743) exceeding the F Table value (2.71) and the significance value (0.000) being less than 0.050. The results of the study indicate that work-life balance, organizational culture, and job satisfaction have a positive and significant impact on employee performance simultaneously.

Research by Lestari et al., (2023) found that work-life balance impacts employee performance. Research by Komang et al., (2023) suggests that improving employee performance can be achieved by providing orientation or guidance regarding a transparent chain of command, and companies can also implement stricter regulations to foster a positive organizational culture. Research by Suryani & Resniawati (2022) found that job satisfaction is closely related to employee attitudes toward their work, work situations, and collaboration between leaders and fellow employees.

4. CONCLUSION

Based on the research results, work-life balance partially has a positive and significant effect on employee performance. Organizational culture partially has a positive and significant impact on employee performance. Job satisfaction partially has a positive and significant effect on employee performance. Work-life balance, organizational culture, and job satisfaction simultaneously have a positive and significant impact on employee performance.

Based on the research results and conclusions described, the researcher recommends that companies provide employees with training on setting clear work boundaries and prioritizing tasks to reduce work pressure. Implement a fair and transparent reward system, both financial and non-financial, to strengthen an organizational culture that values employee contributions. Companies can also periodically review to ensure compensation, benefits, and promotion opportunities are perceived as fair by employees, thereby increasing job satisfaction and employee performance. For further research, it is hoped that independent variables such as leadership style and mediating or moderating variables can be added.

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