



The Influence of Work-Life Balance and Organizational Culture on Employee Performance at PT. Hi-Lex Cirebon

Tasyana^{1*}, Indah Athifa Rahma², Bachrudin Syahroni³, Moh. Yudi Mahadianto⁴
Universitas Swadaya Gunung Jati

Corresponding Author: Moh. Yudi Mahadianto : mohyudim@ugj.ac.id

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ABSTRACT

This research explores the impact of work-life balance and organizational culture on employee performance at PT. Hi-Lex Cirebon. The study is driven by ongoing challenges in the manufacturing industry, where employees are frequently subjected to intense workloads and extended working hours, which may disrupt the equilibrium between their professional and personal lives. Additionally, a workplace culture that lacks support can diminish motivation and reduce productivity. As such, this research investigates the combined effect of work-life balance and organizational culture on job performance. Utilizing a quantitative method with an explanatory research design, the study applies Structural Equation Modeling (SEM) through Partial Least Squares (PLS) for data analysis. The results indicate that both work-life balance and organizational culture contribute positively and significantly to employee performance. These findings underscore the necessity for organizations to cultivate a work environment that supports both personal and professional well-being while reinforcing strong cultural values to boost employee performance and satisfaction.

INTRODUCTION

The increasingly intense business competition has made human resources a key factor in a company's success. Qualified and motivated employees can enhance company productivity, while an imbalance between work and personal life can reduce their performance. Therefore, companies need to implement a good work-life balance and foster a positive organizational culture to encourage collaboration, open communication, and increase employee motivation. Work-life balance helps employees manage their time and energy between work and personal life, which affects mental health, job satisfaction, and productivity. Meanwhile, an organizational culture that supports open communication and individual development can increase employee engagement and motivation. Thus, work-life balance and organizational culture become key strategies that must be considered to improve employee performance in the workplace.

One of the industrial sectors facing challenges in creating work-life balance is the manufacturing industry. PT. Hi-Lex Cirebon operates in the manufacturing sector, producing various electrical components, including clutch cables and other types of cables, which are then distributed to motorcycle manufacturing companies as business partners. This company faces high production demands and tight work schedules, making work-life balance a crucial aspect for employees. A previous study (Nabilah et al., 2024) showed that a good work-life balance along with a supportive organizational culture can significantly improve employee performance, highlighting the importance of exploring these factors within a manufacturing environment.

A similar phenomenon occurred at PT. YAUP Cikarang, which experienced fluctuations in product quality. In April 2020, the number of Not Good products exceeded the customer claim target, while in October 2020, the number of Not Good products reached its lowest point. These fluctuations impacted the achievement of targets across various company divisions. One suspected contributing factor to this phenomenon is the imbalance between employees' work and personal lives, which can trigger stress, lower performance, and affect the quality of the products produced. Furthermore, PT. YAUP also faces challenges in intercultural communication in the workplace, particularly in the production department, where ethnic diversity creates communication barriers in both task execution and social interaction among employees. Differences in cultural backgrounds and languages can lead to miscommunication, potentially reducing work effectiveness and affecting overall employee performance. Therefore, appropriate strategies are needed to improve communication and create a more harmonious and productive work environment.

Previous studies have discussed work-life balance and employee performance extensively, but there is still a research gap that can be further explored. Most studies only focus on the effect of work-life balance on

performance without considering organizational culture as another contributing factor to productivity. Additionally, much of the research has concentrated on the service or technology sectors, while the manufacturing sector, with its unique challenges such as long working hours and high production demands, remains under-researched. Therefore, this study aims to fill this gap by analyzing the influence of work-life balance and organizational culture on employee performance in the manufacturing sector, in order to provide insights for companies in improving employee well-being and productivity.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Work-Life Balance

Work-life balance is a working pattern that allows employees to balance responsibilities at the workplace with responsibilities in other aspects of their lives (Ardiansyah & Surjanti, 2020). It is also defined as a series of actions taken by employees to fulfill all job duties and responsibilities, both within the family and social roles (Yusnita et al., 2022). Meanwhile, companies view work-life balance as a challenge to create a supportive culture within the organization, allowing employees to focus on both work and non-work responsibilities (Irwandi & Sanjaya, 2022). When an individual achieves balance in their roles, both in professional and personal life, along with psychological engagement between the two, it can be said that the person has attained work-life balance (Syihabudhin et al., 2020).

Indicators of Work-Life Balance

According to Ardiansyah & Surjanti (2020), the indicators to measure work-life balance are:

a) Time balance between work and personal life

This indicator highlights the importance of allocating time proportionally between work responsibilities and personal life. Employees are expected to manage their work hours in a way that does not interfere with important personal activities, such as spending time with family or resting.

b) Responsibility towards both the company and family

This indicator shows that employees need to fulfill their responsibilities both at work and at home. By maintaining a balance between the two, individuals can perform well in both roles without one interfering with the other.

c) **Having a social life outside the company**

A social life outside of work is also an important part of work-life balance. Interacting with friends, communities, or the surrounding environment helps individuals feel more at ease and less pressured by work demands.

d) **Having time for hobbies**

Engaging in preferred activities or hobbies can help employees relieve stress and enhance happiness. This also contributes to better mental health, making employees more enthusiastic and motivated at work.

Organizational Culture

According to Busro (2018), organizational culture is the collective perception held by members of an organization in the form of a value system that influences the way they work and behave. This value system serves as an identity that differentiates one organization from another. Meanwhile, Dunan et al. (2020) state that organizational culture includes norms and values designed and implemented by the company to shape leadership behavior and characteristics that can help employees complete tasks on time and achieve organizational goals. Nurshilasari & Rijanti (2021) add that organizational culture is related to work processes aimed at maintaining company control, although not all organizational members have the same perception of the culture within every company. According to the Indonesian Dictionary (KBBI), culture encompasses thought, intellect, and customs, while according to Linton, culture is the entire body of knowledge, attitudes, and behavior patterns inherited within a social group. From these definitions, culture can be interpreted as a set of ideas, values, and habits adopted by a group of people as a guide in social life.

Indicators of Organizational Culture

According to Busro (2020), there are five main indicators of organizational culture:

a) **Self-confidence**

This indicator refers to an individual's ability to meet the demands of both work and personal life with confidence. Self-confidence helps individuals remain calm and focused when completing tasks and facing challenges effectively.

b) **Assertiveness**

Assertiveness refers to the ability to set clear boundaries between work and personal life. Through assertiveness, individuals can manage their time and energy optimally without feeling overwhelmed by either aspect.

c) Emotional management skills

This indicator refers to an individual's ability to manage emotions effectively in both professional and personal spheres. Proper emotional management helps reduce stress, improve interpersonal relationships, and maintain overall balance.

d) Initiative-taking ability

This refers to a person's tendency to take necessary steps and actions to achieve work-life balance. Self-motivated individuals tend to be more proactive in finding solutions and ways to maintain this balance.

e) Supervision skills

This skill refers to the ability to monitor and manage work and personal activities in a balanced way. A person with strong supervisory skills can ensure that every aspect of their life runs according to their set priorities.

Employee Performance

Employee performance is the result of work achievements measured based on the quantity and quality of tasks completed in accordance with their responsibilities (Widayanti, 2022). According to Yani in Syardiansyah (2020), performance is the outcome achieved by an individual in carrying out assigned tasks based on their skills, experience, sincerity, and time. In other words, jobs have achievement standards that must be met, and those who meet these standards are considered to have good performance (Wahjudewanti, 2021). Employee performance is one of the crucial aspects that organizations must pay attention to, as it guides the organization toward achieving its goals (Idrus & Risdah, 2023). In a management context, the main function of performance management is to set clear and focused goals, which include organizational objectives, achievement strategies, and work plans. Performance management also establishes a communication channel between superiors and subordinates to ensure the achievement of set targets. This process not only benefits the company but also provides advantages to all parties involved within the organization.

Indicators of Employee Performance

According to Mangkunegara (2021), the indicators used to measure employee performance include the following aspects:

a) Work Quality

This refers to how well an employee performs their assigned tasks. It focuses on the level of perfection in the results achieved by the employee. Work-life

balance can be seen in an employee's ability to deliver high-quality work without sacrificing time or neglecting their personal life.

b) Work Quantity

This relates to how much time an employee works in a day. Work quantity can be observed from the speed and volume of tasks an employee completes within a specific time frame. Employees with good work-life balance are usually able to meet job demands without feeling stressed or exhausted, as they maintain a healthy balance between work time and rest.

c) Task Execution

This refers to the degree to which an employee can carry out their job accurately and without error. Task execution indicates the employee's ability to perform responsibilities consistently and on time. Those who maintain a balance between work and personal life tend to be more organized and consistent in completing their tasks.

d) Responsibility

This indicator assesses an employee's awareness of and commitment to completing their work accurately and without mistakes. It evaluates how committed an employee is in fulfilling their responsibilities—both to the company and in their personal life. A balanced work-life situation is reflected in how well an individual can meet obligations in both areas without feeling burdened.

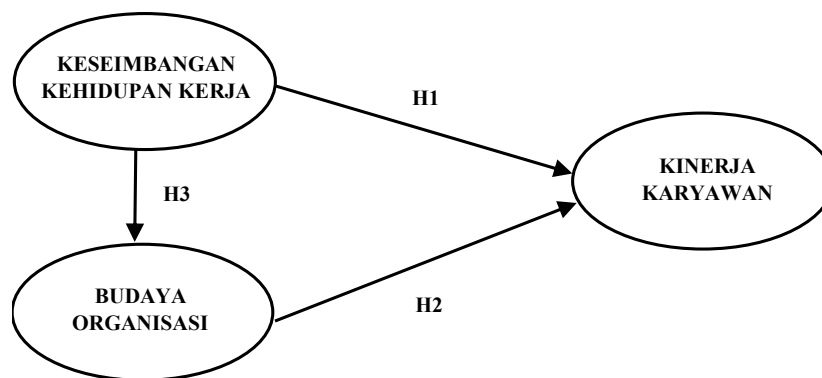


Figure 1. Research Framework

Drawing from the aforementioned research framework, the following hypotheses are proposed:

- **H1:** Work-Life Balance (X1) is associated with Employee Performance (Y).

- **H2:** Organizational Culture (X2) has a relationship with Employee Performance (Y).
- **H3:** Both Work-Life Balance (X1) and Organizational Culture (X2) jointly influence Employee Performance (Y).

The Relationship Between Work-Life Balance and Employee Performance

Work-life balance is a vital factor in enhancing employee performance, as it offers the flexibility needed to manage work responsibilities alongside personal commitments. Studies indicate that when organizations support a healthy work-life balance, employee productivity and performance tend to improve significantly. Individuals who successfully balance their professional and personal lives are generally more enthusiastic, driven, and concentrated in carrying out their duties. On the other hand, a persistent imbalance can result in stress, exhaustion, and even burnout, all of which diminish overall productivity.

In response, an increasing number of companies are adopting flexible work arrangements, including adaptable working hours, adequate time off, and mental health resources, to foster a supportive and productive work environment.

Research by Haerudin et al. (2022) highlights that organizational culture, in addition to work-life balance, plays an essential role in enhancing employee performance. Even employees with good work-life balance must be able to set priorities, establish boundaries between their professional and personal lives, and manage stress to maintain productivity. By implementing thoughtful and supportive workplace policies, companies can create an environment that promotes balance and well-being. This not only elevates employee performance but also strengthens the bond between employees and the organization, ultimately driving sustainable success.

The Relationship Between Organizational Culture and Employee Performance

Organizational culture has a positive relationship with employee performance, where a strong and conducive culture can improve employee motivation, loyalty, and productivity. Research published by Rachma Fauziah and Ahmad Gunawan (2023) confirms that organizational culture—which includes values, norms, and policies implemented by leadership—plays a significant role in increasing employee productivity. A work environment supported by a positive organizational culture encourages employees to innovate, take calculated risks, and enhance teamwork and job stability.

On the other hand, a weak organizational culture or one that does not align with employee values can reduce motivation and negatively impact their performance. Therefore, it is essential for organizational leaders to continuously develop and maintain a supportive culture in order to achieve optimal employee performance.

In addition, Puspita et al. (2020) found that employees who work within a culture aligned with the organization's goals are more likely to achieve those goals and have greater opportunities to grow within the company. Organizational culture also plays a key role in shaping employee attitudes and behaviors, which in turn directly impacts their performance (Jie et al.). Researchers generally agree that organizational culture has a significant relationship with employee performance (Zahra et al., 2020), indicating that companies need to continuously adapt and strengthen a culture that supports both productivity and employee well-being.

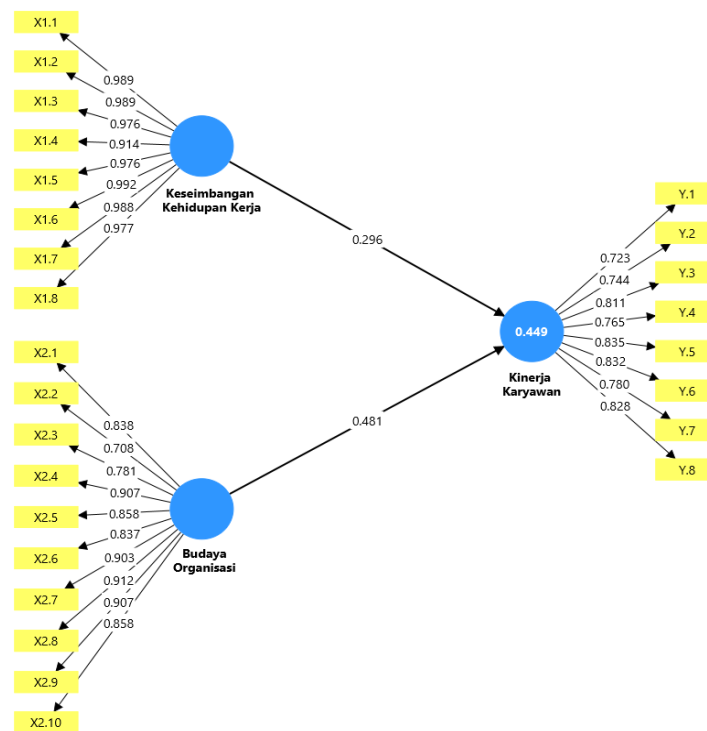


Figure 2. Research Paradigm

The Relationship Between Work-Life Balance and Organizational Culture on Employee Performance

Employee performance is positively influenced by both work-life balance and organizational culture. When individuals are able to maintain a healthy balance between their job and personal commitments, they are generally more driven, efficient, and mentally resilient—factors that contribute directly to enhanced performance. Furthermore, a nurturing organizational culture—characterized by inclusivity and collaboration—significantly boosts employee satisfaction and fosters a strong sense of loyalty toward the organization. By implementing well-designed policies, companies can cultivate a work environment that supports employees in harmonizing their professional duties

with personal life, ultimately allowing them to perform at their best and make meaningful contributions.

Conversely, when work-life balance is disrupted or the organizational culture is not supportive, employees become more vulnerable to stress, fatigue, and decreased motivation, which can negatively affect their productivity. Therefore, companies must design policies that not only support work-life balance but also foster a healthy organizational culture to create a conducive work environment. A strong work-life balance and robust organizational culture are interconnected in creating conditions that promote employee productivity, satisfaction, and well-being, ultimately having a positive impact on both individual performance and organizational success.

The Influence of Work-Life Balance on Employee Performance

Maintaining a balance between professional and personal life enables employees to lead healthier lifestyles, nurture social connections, and foster a more positive work atmosphere. A lack of balance in this area can hinder the achievement of organizational objectives, highlighting a strong link between work-life balance and employee performance. When employees are able to manage both their work and personal responsibilities effectively, their productivity tends to increase (Bataineh, 2019).

Research conducted by Hikmah & Lukito (2021), Asari (2022), Azad & Fatih (2021), Preena (2021), Victoria et al. (2019), and Bataineh (2019) consistently shows that work-life balance has a positive and significant impact on employee performance. Conversely, inadequate balance often leads to decreased performance. Most respondents in these studies reported that they could maintain an active social life outside of work while still meeting their obligations to both their employers and families—suggesting that this equilibrium contributes positively to their performance levels.

The Influence of Organizational Culture on Employee Performance

Irianto and Prijati (2020) assert that organizational culture exerts a positive and significant influence on employee performance. A strong and well-established culture within a company tends to enhance employee performance, while the absence or ineffective implementation of such a culture can lead to a decline in performance. Employee productivity is closely linked to how effectively an organization reaches its objectives, and this effectiveness is often reflected in the level of enthusiasm and energy demonstrated by employees as a result of the prevailing organizational culture.

Compliance with workplace rules also contributes to productivity (Riyantoni, 2021). A good organizational culture creates a comfortable work environment, encourages productivity, and supports employee sustainability (Rasty Yulia, 2019). Without a strong culture, employees may misinterpret the

organization's values, potentially leading to negative impacts on their work. Chaerudin (2019) defines organizational culture as the norms and values understood and agreed upon by all members of the organization as a guide for carrying out rules and achieving shared goals.

The Combined Influence of Work-Life Balance and Organizational Culture on Employee Performance

Work-life balance and organizational culture collectively play a significant role in shaping employee performance. Organizations that adopt flexible work policies and cultivate a culture that prioritizes employee well-being tend to see improvements in motivation, productivity, and employee retention. In contrast, a lack of balance between work and personal life – especially when not supported by a healthy organizational culture – can lead to increased stress, fatigue, and diminished performance. As such, integrating work-life balance into the core of organizational culture should be a key component of a company's management strategy.

Magfiroh (2021) found that work-life balance and organizational culture have a significant combined impact on employee performance. This conclusion is further supported by Haeruddin (2022), who emphasized that both elements jointly contribute to employee achievement. Additional validation comes from research conducted by Staff et al. (2020) and Irsyad et al. (2022), which also confirmed the substantial influence of work-life balance and organizational culture on overall employee performance.

METHODOLOGY

Sugiyono (2019) defines research methodology as a scientific process employed to gather data for specific objectives. This study adopts a quantitative method utilizing an explanatory research approach, which seeks to clarify the positioning of the examined variables and explore the causal relationships among them, while also testing the proposed hypotheses.

This approach is considered appropriate as the research investigates the effect of Work-Life Balance (X1) and Organizational Culture (X2) as independent variables on Employee Performance (Y) as the dependent variable. These variables are not directly observable and must be assessed through measurable indicators, which are presented as statements within a questionnaire-based research instrument.

Table 1. Cross Loading Discriminant Validity Test Results

Pernyataan	Budaya Organisasi	Keseimbangan Kehidupan Kerja	Kinerja Karyawan
X1.1	0.458	0.989	0.503
X1.2	0.458	0.989	0.503
X1.3	0.423	0.976	0.519
X1.4	0.414	0.914	0.493
X1.5	0.421	0.976	0.500
X1.6	0.451	0.992	0.501
X1.7	0.448	0.988	0.495
X1.8	0.472	0.977	0.505
X2.1	0.838	0.335	0.451
X2.2	0.708	0.403	0.555
X2.3	0.781	0.419	0.543
X2.4	0.907	0.335	0.490
X2.5	0.858	0.348	0.514
X2.6	0.837	0.427	0.515
X2.7	0.903	0.436	0.581
X2.8	0.912	0.449	0.560
X2.9	0.907	0.335	0.490
X2.10	0.858	0.348	0.514
Y.1	0.497	0.465	0.723
Y.2	0.432	0.386	0.744
Y.3	0.473	0.416	0.811
Y.4	0.496	0.432	0.765
Y.5	0.484	0.415	0.835
Y.6	0.534	0.430	0.832
Y.7	0.487	0.366	0.780
Y.8	0.478	0.329	0.828

RESEARCH RESULTS AND DISCUSSION

The table shows that the cross-loading values are above 0.5, indicating that each indicator has a sufficiently strong correlation. This suggests that each indicator accurately and consistently represents its corresponding variable. Therefore, it can be concluded that all indicators in this study have met the requirements for discriminant validity and are appropriate for further analysis, as they demonstrate relevant relationships.

Table 2. Fornell-Larcker

Variable	Organizational Culture	Work-Life Balance	Employee Performance	Description
Organizational Culture	0.853			Valid
Work-Life Balance	0.454	0.976		Valid
Employee Performance	0.616	0.515	0.791	Valid

Discriminant validity between constructs can be evaluated using the Fornell-Larcker criterion. In this method, the square root of the Average Variance Extracted (AVE) is placed along the diagonal of the correlation matrix and should be greater than the correlations between the construct and any other constructs. In this study, all diagonal values exceed 0.70, indicating that each construct – Work-Life Balance, Organizational Culture, and Employee Performance – demonstrates strong discriminant validity.

Composite Reliability and Cronbach’s Alpha Reliability Testing

To assess the internal consistency and reliability of the constructs within the research model, both Composite Reliability and Cronbach’s Alpha tests are employed. When the values for both measures exceed the threshold of 0.70 for all latent variables, it indicates that the constructs possess high reliability. Consequently, the questionnaire used in this study is deemed reliable and appropriate for further statistical analysis.

Table 3. Composite Reliability Values

Variable	Composite Reliability	Description
Organizational Culture	0.964	Reliable
Work-Life Balance	0.994	Reliable
Employee Performance	0.930	Reliable

This table illustrates the internal consistency of indicators in measuring their respective constructs. The results show that all variables have very high composite reliability values – Organizational Culture at 0.964, Work-Life Balance at 0.994, and Employee Performance at 0.930. Since all values exceed the 0.70 threshold, all constructs in this study are considered to be reliably measured.

Table 4. Cronbach's Alpha Values

Variable	Cronbach's Alpha	Description
Organizational Culture	0.958	Reliable
Work-Life Balance	0.993	Reliable
Employee Performance	0.914	Reliable

This table presents the results of the reliability test using Cronbach's Alpha, which measures the stability and internal consistency of the research instrument. The values obtained were 0.958 for Organizational Culture, 0.993 for Work-Life Balance, and 0.914 for Employee Performance. Since all values are above 0.70, it can be concluded that the questionnaire instruments used in this study have a very high level of reliability.

Structural Model Testing (Hypothesis Testing/Inner Model)

Structural model testing, also known as hypothesis testing (inner model), aims to examine the relationship between exogenous and endogenous variables based on the previously developed theoretical framework. This process is a continuation of theoretical model development to determine the extent of relationships among variables within the model.

Hypothesis testing is carried out by estimating path coefficients, where these coefficients must be statistically significant to confirm the validity of the relationships between variables. The bootstrapping technique is used to test significance by examining the parameter coefficient values and the resulting T-statistic values. As a reference, at a 5% significance level ($\alpha = 0.05$), the T-table value used is 1.96. If the T-statistic exceeds this value, the relationship between variables is considered statistically significant.

Tabel 5. Path Coefficients Test Results

Variabel	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Organizational Culture → Employee Performance	0.481	0.485	0.060	7.989	0.000
Work-Life Balance →	0.296	0.297	0.064	4.620	0.000

Employee Performance					
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The table displays the outcomes of the path analysis conducted to examine the relationships between variables. The findings reveal that Organizational Culture exerts a positive and significant influence on Employee Performance, evidenced by a coefficient of 0.481, a T-statistic of 7.989 (exceeding the threshold of 1.96), and a p-value of 0.000 (below 0.05). Similarly, Work-Life Balance also shows a positive and significant effect on Employee Performance, with a coefficient of 0.296, a T-statistic of 4.620, and a p-value of 0.000. These results demonstrate that both independent variables significantly contribute to enhancing employee performance.

CONCLUSION

Based on the research conducted at PT. Hi-Lex Cirebon, it can be concluded that work-life balance has a positive and significant impact on employee performance. Employees who can effectively manage their work responsibilities alongside their personal lives tend to exhibit greater productivity, higher motivation, and increased job satisfaction. These findings suggest that maintaining a balance in time allocation, fulfilling responsibilities to both the organization and family, engaging in social activities, and having time for personal interests are essential factors that support employee performance – particularly in the demanding context of a manufacturing environment.

In addition, *organizational culture* also shows a positive and significant effect on employee performance. A strong and conducive organizational culture helps create a comfortable work environment, increases motivation, and encourages employee loyalty to the company. Values, norms, and policies implemented by the company play an important role in shaping positive work behavior, enhancing collaboration among employees, and strengthening commitment to achieving company goals.

Thus, these two factors – *work-life balance* and *organizational culture* – jointly contribute significantly to improving employee performance in the organization.

RECOMMENDATIONS

Based on the findings of this study, it is recommended that the management of PT. Hi-Lex Cirebon pay more attention to employee work-life balance by implementing flexible policies regarding working hours, leave, as well as mental and physical health programs. The company could also provide recreational facilities, wellness programs, and psychological support sessions to help employees cope with work-related stress. This initiative is expected to

prevent burnout and maintain a healthy balance between work duties and personal life to ensure optimal productivity.

Furthermore, the company is encouraged to continuously strengthen a positive and participatory *organizational culture*. This can be achieved by developing corporate values aligned with employee needs and expectations, improving open communication across departments, and fostering a work environment that promotes teamwork, innovation, and employee empowerment. In addition, the company should involve all levels of management in instilling a healthy and professional work culture to create a comfortable, competitive, and productive workplace for all employees.

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