



The Influence of Work-Life Balance, Job Stress, and Work Environment on Sustainable Employee Performance: The Mediating Role of Job Satisfaction

Fransiscus Agung Dono Mulyono^{1*}, M. Ali Iqbal²

Universitas Mercu Buana

Corresponding Author : Fransiscus Agung Dono Mulyono: agung.ppc@gmail.com

ARTICLE INFO

Keywords: Sustainable Employee Performance, Work-Life Balance, Job Stress, Work Environment, Job Satisfaction, PLS-SEM

Received : 20, June

Revised : 22, July

Accepted: 20, August

©2025 Mulyono, Iqbal (s): This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study investigates the influence of work-life balance, job stress, and work environment on sustainable employee performance among 146 train crew members at PT Kereta Api Indonesia (Persero). Using a quantitative approach and Partial Least Squares Structural Equation Modeling (PLS-SEM), this study examines the mediating role of job satisfaction in this relationship. The findings reveal that job stress and work environment are significant predictors of sustainable performance, while work-life balance operates indirectly. Job satisfaction emerges as a critical mediator, fully transmitting the effect of work-life balance and partially mediating the effect of job stress on performance. Specifically, job stress is the strongest negative predictor of job satisfaction. These results provide crucial managerial insights, suggesting that mitigating job stress and enhancing job satisfaction are key strategies for driving sustainable employee performance in high-risk operational roles.

PENDAHULUAN

Human resources (HR) capital is a fundamental asset for organizational success, especially for State-Owned Enterprises (SOEs) that manage vital national infrastructure such as the transportation sector. PT Kereta Api Indonesia (Persero), or PT KAI, as the main national railway operator, heavily relies on the performance of its employees to ensure safe, efficient, and sustainable operations. The role of HR in an organization covers a wide spectrum, ranging from recruitment to career development, all aimed at creating a conducive work environment and enhancing productivity.

However, internal data from UPT Crew KA Tarahan, Divre IV Tanjung Karang, indicates significant challenges related to employee performance. There was a decline in the number of employees rated as having "Excellent" performance, from 18 individuals in 2022 to only 7 at the beginning of 2024. At the same time, the number of employees receiving a "Fair" rating emerged in 2023 and 2024—categories that were previously nonexistent. This phenomenon is reinforced by high and fluctuating absenteeism data throughout 2024, peaking in July with a total of 383 absence cases due to illness, leave, and other reasons. The high rate of absenteeism not only indicates potential issues with employee well-being but also directly impacts the smooth operation of train services.

The decline in peak performance and increased absenteeism is strongly suspected to stem from psychosocial factors in the workplace. A pre-survey involving 30 employees indicated issues with work-life balance, with 27 respondents (90%) reporting a lack of family time due to work, and 25 respondents (83%) frequently working overtime. Additionally, work stress emerged as a significant concern, with 22 respondents (73%) feeling unsupported by their superiors and 21 respondents (70%) experiencing tension with coworkers. Lastly, the work environment was also identified as an issue, with 29 respondents (97%) stating that cabin support facilities were inadequate. These conditions highlight a research gap in understanding the relationships among these variables. Previous studies have shown inconsistent results. For instance, the influence of work-life balance on employee performance was found to be negative and insignificant by Ardiansyah & Surjanti (2020), but negative and significant by Lestari et al. (2024). Similarly, the impact of work stress was reported as positive and significant by Ignatius & Al Rizki (2022) and Claudia Yosephine Simanjuntak et al. (2021), but positive and insignificant by Aniversari (2022) and Hasan Algani (2024). These inconsistencies highlight the need for further research to clarify these relationships in specific contexts.

Therefore, this study contributes by examining a comprehensive mediation model to explain the dynamics of sustainable employee performance in a unique and high-pressure work environment, such as a state-owned railway operator in Indonesia. By analyzing the direct and indirect effects of work-life balance, work stress, and work environment through the mediation of job satisfaction, this research aims to provide deeper insights and relevant managerial recommendations to address performance decline and improve employee well-being at PT KAI.

THEORETICAL REVIEW

Sustainable Employee Performance (Y)

Sustainable employee performance is defined as an employee's ability to consistently deliver high-quality work over time while maintaining a satisfactory level of well-being (Ji et al., 2021). This concept goes beyond short-term performance measurement and emphasizes stability, adaptability, and the long-term contribution of employees to organizational goals without compromising their physical and mental health (Nur Fitriany & Wulansari, 2024). Factors that influence it may include compensation, organizational support, and psychological conditions (Afda et al., 2023). Its measurement can be viewed through various dimensions such as quality, quantity, timeliness, independence, and work commitment (Saifullah, 2020).

Work-Life Balance (X1)

Work-life balance (WLB) refers to a healthy equilibrium between the time and energy devoted to job responsibilities and personal life (Hartanto & Nawangsari, 2024). It is the individual's ability to commit equally to both work and family roles (Lestari et al., 2024). A good WLB has been proven to increase employee satisfaction and loyalty while reducing the risk of burnout and turnover. Numerous studies support that effective WLB enhances employee performance (Ruslina Candra Putri, 2024; Mujahidin et al., 2023; Aisyah et al., 2023; Sulaeman et al., 2024; Kartini et al., 2023; Nurlaila et al., 2024; Mursham et al., 2022; Jauhar et al., 2022). Moreover, WLB has consistently shown a positive effect on job satisfaction (Maharani et al., 2023; Wirawan & Sukmarani, 2023; Isa et al., 2024).

Based on this review, the following hypotheses are proposed:

H1: Work-Life Balance has a positive effect on Sustainable Employee Performance.

H5: Work-Life Balance has a positive effect on Job Satisfaction.

Work Stress (X2)

Work stress is a psychological and physical response that arises when job demands exceed an individual's capacity to cope (Salsabilla et al., 2023; Pulungan & Wasiman, 2023). Its causes may stem from task demands, role conflicts, and leadership behavior (Afda et al., 2023; Sari et al., 2023). Poorly managed stress (distress) can negatively impact health, motivation, and performance (Prasetyani et al., 2021). A substantial body of research shows that high levels of work stress significantly reduce employee performance (Hermawan, 2022; Nur Oktaviani & Irmayanti, 2021; Pradoto et al., 2022; Fauziek & Yanuar, 2021; Karim, 2022; Iskanto, 2021; Rijanto, 2023). Furthermore, stress is also a strong predictor of job dissatisfaction (Adinata & Turangan, 2023; Yuridha, 2022; Simarmata, 2021).

Thus, the following hypotheses are formulated:

H2: Work Stress has a negative effect on Sustainable Employee Performance.

H6: Work Stress has a negative effect on Job Satisfaction.

Work Environment (X3)

The work environment includes all physical and non-physical aspects surrounding employees that can affect task performance (Sunarsi et al., 2020; Mujahidin et al., 2023). Physical aspects involve layout, equipment, and facilities, while non-physical aspects include relationships with colleagues and supervisors, as well as organizational culture (Nurgianto & Akbar, 2023).

A conducive environment has been proven to be a key factor in enhancing performance (Kusuma et al., 2023; Annabawi, 2024; Bintari et al., 2023; Kama et al., 2024; Arbyan & Riyanto, 2023; Pancasila et al., 2023; Suwanto, 2023; Ramadhan & Defrizal, 2024) and job satisfaction (RST et al., 2022; Ishar et al., 2024; Winata et al., 2022).

Therefore, the following hypotheses are proposed:

H3: Work Environment has a positive effect on Sustainable Employee Performance.

H7: Work Environment has a positive effect on Job Satisfaction.

Job Satisfaction (Z)

Job satisfaction is a positive emotional state resulting from an individual’s evaluation of their job (Hanawidjaya et al., 2022; Paparang et al., 2021). It is influenced by factors such as salary, promotion, supervision, and coworker relationships (Wirawan & Sukmarani, 2023). Satisfied employees tend to be more motivated, productive, and loyal (Hutasoit & Nawangsari, 2024). Job satisfaction has consistently been found to be a direct antecedent of improved performance (Wieyento, 2022). Additionally, job satisfaction often acts as a psychological mechanism explaining how other factors—such as WLB, stress, and work environment—affect performance. Job satisfaction mediates the relationship between WLB and performance (Fransiska & Maksum, 2023; Priscilla, 2022), work stress and performance (Ariansy & Kurnia, 2022; Yolanda & Salbawati, 2020), as well as work environment and performance (Ende & Firdaus, 2021; Dewi & Mahayoga, 2023).

Based on this, the following hypotheses are formulated:

H4: Job Satisfaction has a positive effect on Sustainable Employee Performance.

H8: Job Satisfaction mediates the relationship between Work-Life Balance and Sustainable Employee Performance.

H9: Job Satisfaction mediates the relationship between Work Stress and Sustainable Employee Performance.

H10: Job Satisfaction mediates the relationship between Work Environment and Sustainable Employee Performance.

Conceptual Framework

Based on the development of the hypotheses above, the conceptual framework of this study is illustrated as follows:

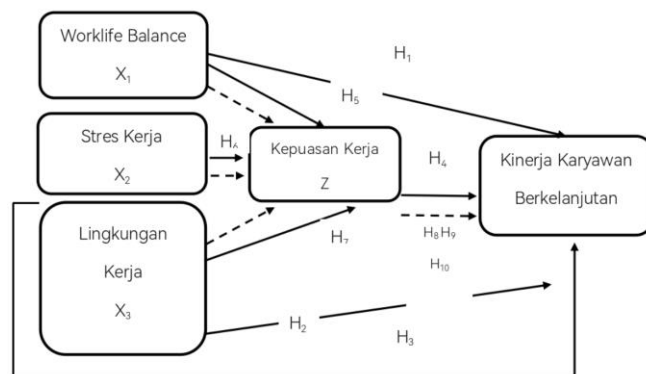


Figure 1. Framework of Thought

METHODOLOGY

This study employs a quantitative explanatory design to examine the causal relationships among the hypothesized variables. The approach aims to explain the influence of independent variables (*Work-Life Balance*, *Work Stress*, *Work Environment*) on the dependent variable (*Sustainable Employee Performance*), while considering the mediating role of *Job Satisfaction*.

The population of this study comprises all permanent employees at the Technical Implementation Unit (UPT) Crew KA Tarahan, Division IV Tanjung Karang, PT Kereta Api Indonesia, totaling 146 individuals. Given the manageable size of the population, a census sampling method (saturated sample) is used, in which the entire population is included as respondents. Therefore, the research sample consists of 146 employees.

Data collection was carried out through the distribution of online questionnaires. The research instrument consists of a series of statements measuring each variable using a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Table 1 summarizes the operationalization of the variables used in this study.

Table 1. Variable Operationalization and Source of Adaptation

Variable	Final Number of Items	Source of Indicator Adaptation
Work-Life Balance (X1)	4	Ruslina Candra Putri, 2024
Work Stress (X2)	6	Paqihul Milah, 2024
Work Environment (X3)	3	Siagian, 2022
Job Satisfaction (Z)	6	Nurjanah, 2024
Sustainable Employee Performance (Y)	6	Ruslina Candra Putri, 2024

The data analysis technique used is Partial Least Squares Structural Equation Modeling (PLS-SEM) with the help of SmartPLS software version 4.0. This method was selected for its reliability in analyzing complex and predictive models, as well as its non-reliance on the assumption of normal data distribution, which is often difficult to meet in social science research.

The analysis is carried out in two stages:

1. Measurement model evaluation (outer model) to test the validity and reliability of the instruments, and
2. Structural model evaluation (inner model) to test the research hypotheses.

RESULTS

Respondent Characteristics

Out of 146 valid questionnaires collected, descriptive analysis revealed the following respondent profile. The majority of respondents were **male (99%)**. In terms of age, the largest group was **31-35 years old (45%)**, followed by **21-25 years (27%)**.

Most respondents had a **senior high school/vocational school (SMA/SMK) education (90%)**. Regarding work tenure, **60%** of the respondents had worked for **1-10 years**. The demographic summary is presented in **Table 2**.

Table 2. Respondent Demographics (N=146)

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	144	99%
	Female	2	1%
Age	21 - 25 Years	39	27%
	26 - 30 Years	22	15%
	31 - 35 Years	65	45%
	36 - 40 Years	18	12%
	> 40 Years	2	1%
Education	Senior High School	131	90%
	Diploma	14	9%
	Bachelor's Degree	1	1%
Work Tenure	1 - 10 Years	88	60%
	11 - 20 Years	40	28%
	> 20 Years	18	12%

Measurement Model Evaluation (Outer Model)

The outer model evaluation was conducted to ensure the validity and reliability of the research instruments. Initially, several indicators had outer loading values below the 0.70 threshold and were removed from the model. After modification, all remaining indicators had outer loading values above 0.70, confirming convergent validity.

Table 3 presents the final results of the measurement model evaluation. All constructs had Cronbach's Alpha and Composite Reliability (CR) values above 0.70, indicating high internal reliability. Additionally, the Average Variance Extracted (AVE) for all constructs exceeded 0.50, further supporting convergent validity.

Table 3. Measurement Model Assessment

Variable	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
Work-Life Balance	WL3	0.759	0.829	0.848	0.663
	WL4	0.862			
	WL5	0.881			
	WL8	0.744			
Work Stress	SK1	0.779	0.877	0.877	0.619
	SK2	0.836			
	SK3	0.779			

Variable	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
	SK4	0.805			
	SK5	0.770			
	SK7	0.748			
Work Environment	LK2	0.835	0.785	0.787	0.700
	LK3	0.859			
	LK6	0.815			
Job Satisfaction	KK1	0.810	0.883	0.888	0.632
	KK2	0.775			
	KK6	0.800			
	KK9	0.729			
	KK13	0.837			
	KK14	0.812			
Sustainable Performance	KB1	0.769	0.867	0.875	0.601
	KB2	0.760			
	KB3	0.724			
	KB7	0.777			
	KB10	0.790			
	KB11	0.827			

Discriminant validity was also met, as shown by the Fornell-Larcker criterion and Heterotrait-Monotrait Ratio (HTMT). Table 4 shows that the square roots of AVE (diagonal values) are greater than their correlations with other constructs (off-diagonal values). In addition, all HTMT ratios are below the threshold of 0.90, confirming that each construct is empirically distinct.

Table 4. Discriminant Validity (Fornell-Larcker & HTMT Criteria)

	Sustainable Performance	Job Satisfaction	Work Environment	Work Stress	Work-Life Balance
Sustainable Performance	0.775	0.865	0.785	0.876	0.830
Job Satisfaction	0.768	0.795	0.720	0.875	0.869
Work Environment	0.667	0.609	0.837	0.836	0.864
Work Stress	-0.772	-0.773	-0.695	0.787	0.888

	Sustainable Performance	Job Satisfaction	Work Environment	Work Stress	Work-Life Balance
Work-Life Balance	0.725	0.756	0.699	-0.761	0.814

Note: Diagonal values in bold are the square roots of AVE (Fornell-Larcker Criterion). Values above the diagonal are HTMT ratios. Values below the diagonal are inter-construct correlations.

Source: SmartPLS 4.0 Data Output, 2025

Structural Model Evaluation (Inner Model) and Hypothesis Testing

The structural model evaluation shows that the model has strong predictive power. The R² value for Job Satisfaction is 0.664 (moderate), and for Sustainable Employee Performance is 0.694 (substantial). This means that 66.4% of the variance in Job Satisfaction is explained by Work-Life Balance, Work Stress, and Work Environment, while 69.4% of the variance in Sustainable Employee Performance is explained by all predictors in the model.

Collinearity diagnostics showed that all Variance Inflation Factor (VIF) values were below 5, indicating no multicollinearity issues. Hypotheses were tested using the bootstrapping procedure at a 5% significance level ($p < 0.05$). The results are presented in Table 5.

Table 5. Hypothesis Testing Results (Direct and Indirect Effects)

Hypothesis	Path	Path Coefficient (β)	T-Statistic	P-Value	Decision
Direct Effects					
H1	WL (X1) → KB (Y)	0.123	1.605	0.108	Not Supported
H2	SK (X2) → KB (Y)	-0.300	3.046	0.002	Supported
H3	LK (X3) → KB (Y)	0.164	2.309	0.021	Supported
H4	KK (Z) → KB (Y)	0.343	3.174	0.002	Supported
H5	WL (X1) → KK (Z)	0.396			

DISCUSSION

The Dominant Negative Impact of Work Stress

This study clearly demonstrates that work stress is the most detrimental factor to sustainable employee performance at PT KAI (H2 supported; $\beta = -0.300$, $p = 0.002$) and also significantly impairs job satisfaction (H6 supported; $\beta = -0.466$, $p = 0.000$). This significant negative effect aligns with the findings of Kusuma et al. (2023) and Simarmata (2021), which confirm that excessive job

pressure undermines emotional and physical stability, ultimately eroding performance.

Interestingly, the impact of stress on job satisfaction is even stronger than its direct effect on performance. This suggests that the emotional effects of stress (reduced satisfaction) occur first, and are then manifested behaviorally in the form of decreased performance. Job satisfaction, in turn, acts as a significant mediator (H9 supported; $\beta = -0.160$, $p = 0.006$), reinforcing the pathway through which stress damages performance. This phenomenon provides a quantitative explanation for the high rate of sick leave noted in the background of this study.

Full Mediation Role of Job Satisfaction in the Work-Life Balance Effect

One of the most interesting findings is related to work-life balance (WLB). Directly, WLB does not have a significant effect on sustainable employee performance (H1 not supported; $p = 0.108$). This is consistent with Ardiansyah & Surjanti (2020), who also reported an insignificant relationship. However, WLB has a very strong and significant positive influence on job satisfaction (H5 supported; $\beta = 0.396$, $p = 0.000$), which in turn significantly affects performance (H4 supported).

The combination of an insignificant direct effect and a significant indirect effect (H8 supported; $\beta = 0.136$, $p = 0.009$) suggests the presence of full mediation. In other words, the benefits of WLB on performance occur entirely through increased job satisfaction. Employees who can balance their work and personal lives are more likely to feel satisfied, and this emotional satisfaction becomes the main driver of consistent, high-quality performance. This finding offers a resolution to previously conflicting results in the literature by emphasizing job satisfaction as a key psychological mechanism linking WLB to performance, as also suggested by Priscilla (2022).

The Dual Role of Work Environment

The work environment exhibits a mixed impact. This variable shows a positive and significant direct effect on sustainable employee performance (H3 supported; $\beta = 0.164$, $p = 0.021$), which is consistent with Ende & Firdaus (2021), who assert that a supportive environment – such as proper equipment and good interpersonal relationships – can directly facilitate task completion.

However, the work environment does not significantly influence job satisfaction (H7 not supported; $p = 0.915$), and therefore, its mediating effect is also insignificant (H10 not supported; $p = 0.918$).

This finding contrasts with studies like Fadlilah & Mirwan (2020) but offers an important insight:

In the context of operational employees at PT KAI, a good work environment may be perceived as a "hygiene factor" – a necessary condition to support work, but not a sufficient one to generate emotional satisfaction. Their job satisfaction appears to be more strongly influenced by psychological factors such as WLB and stress levels.

CONCLUSION

Based on the analysis and discussion, several key conclusions can be drawn:

1. Work stress is the most significant inhibitor of performance at PT KAI, with its impact further amplified through reduced job satisfaction.
2. Work-life balance is a crucial driver of performance, but its influence is indirect and fully mediated by job satisfaction. This underscores the importance of emotional satisfaction in realizing the benefits of WLB.
3. The work environment acts as a direct productivity enabler, but it is not a primary source of job satisfaction among employees in this context.

Overall, job satisfaction emerges as the central psychological variable, linking both WLB and work stress to sustainable employee performance.

RECOMMENDATIONS

For PT KAI's management, these findings provide a foundation for the following focused recommendations:

1. **Prioritize Proactive Stress Management:**
Given its strong negative impact, stress management programs should be a top priority. These should go beyond relaxation training to include structural interventions such as:
 - Clearer role definitions,
 - Improved communication and supervisor support,
 - Realistic workload management.
2. **Reframe Work-Life Balance Policies as Strategic Investments:**
Policies that support WLB (e.g., predictable schedules, protected rest time) should not be viewed merely as employee benefits, but as strategic investments that enhance job satisfaction—a proven driver of performance.
3. **Optimize the Work Environment as a Productivity Enabler:**
Investing in workplace facilities and physical improvements remains important to remove productivity barriers. However, management should not expect environmental improvements alone to resolve deeper issues of satisfaction or motivation.

FUTURE RESEARCH DIRECTIONS

This study has several limitations. The cross-sectional design does not allow for conclusions about causality over time. The focus on a single work unit at PT KAI also limits generalizability.

Therefore, future research is recommended to:

1. Employ a longitudinal design to track these relationships over time.
2. Conduct comparative studies across various divisions of PT KAI or other state-owned transport enterprises to gain broader insights.
3. Develop and validate context-specific measurement instruments, especially for WLB and work stress, given that several generic indicators had to be removed during the validity analysis.

REFERENCES

- Adinata, M. C., & Turangan, J. A. (2023). PENGARUH MOTIVASI KERJA, STRES KERJA, DAN LINGKUNGAN KERJA TERHADAP KEPUASAN KERJA KARYAWAN PT X. *Jurnal Manajerial Dan Kewirausahaan*, 2(3), 166–174. <https://doi.org/10.59061/masip.v2i3.771>
- Afda, M. R., Andriana, I., & Siregar, L. D. (2023). The Pengaruh Stres Kerja terhadap Kinerja Karyawan PT. Bank Rakyat Indonesia Kantor Cabang A. Rivai Palembang. *Transformasi Manageria: Journal of Islamic Education Management*, 3(1), 299–313. <https://doi.org/10.47467/manageria.v3i2.2419>
- Aisyah, C., Suryaningsih, A., & Putri, D. A. (2023). The Effect of Work Life Balance on Employee Performance in Manufacture Companies (Case Study at PT . Gemilang Mitra Sejahtera). *Journal of Contemporary Administration and Management (ADMAN)*, 1(4), 26–33.
- Aniversari, P. (2022). Pengaruh Kepuasan Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan. *Jurnal Manajemen Bisnis Islam*, 3(1), 1–24. <https://doi.org/10.30640/jumma45.v1i1.210>
- Annabawi, D. (2024). PENGARUH LINGKUNGAN KERJA, STRES KERJA, DAN KOMPENSASI TERHADAP KINERJA KARYAWAN. 1–11.
- Arbyan, A. C., & Riyanto, S. (2023). The Influence of The Work Environment on Employee Performance. *Jurnal Studi Manajemen Organisasi*, 19(2), 57–63. <https://doi.org/10.14710/jsmo.v19i2.30560>
- Ardiansyah, C. A., & Surjanti, J. (2020). PENGARUH WORK LIFE BALANCE TERHADAP KINERJA KARYAWAN MELALUI KOMITMEN ORGANISASI PADA KARYAWAN PT. BHINNEKA LIFE INDONESIA CABANG SURABAYA. *Jurnal Ilmu Manajemen*, 8, 1211–1221.
- Ariansy, N. I., & Kurnia, M. (2022). Pengaruh Stres Kerja, Insentif Dan Lingkungan Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Mediasi. *Borobudur Management Review*, 2(1), 1–23. <https://doi.org/10.31603/bmar.v2i1.6820>
- Bintari, E. S., Kadir, A., Jayen, F., Melania, M., & Adha, A. (2023). International Journal of Current Science Research and Review The Influence of Job Stress and Work Environment on Employee Performance at PT Majuperkasa Indonesia in Bati-Bati , Tanah Laut Regency. *International Journal of Current Science Research and Review*, 06(11), 7169–7182. <https://doi.org/10.47191/ijcsrr/V6-i11-21>
- Claudia Yosephine Simanjuntak, D., Hafiz Mudrika, A., & Syahputra Tarigan, A. (2021). Pengaruh Stres Kerja, Beban Kerja, Lingkungan Kerja terhadap

- Kinerja Karyawan PT. Jasa Marga (Persero) Tbk Cabang Belmera. *Jurnal Indonesia Sosial Teknologi*, 2(3), 353–365. <https://doi.org/10.36418/jist.v2i3.104>
- Dewi, N. K. I. L., & Mahayoga, G. A. D. (2023). Peran Kepuasan Kerja Dalam Memediasi Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan PDAM Tirta Mangutama Badung. *Jurnal Manajemen, Kewirausahaan Dan Pariwisata*, 3(2), 298–311.
- Dwi Kurniawan, S. (2024). *PENGARUH BEBAN KERJA, STRES KERJA DAN DISIPLIN KERJA TERHADAP KINERJA KARYAWAN*. 73–76.
- Ende, E., & Firdaus, A. A. (2021). Pengaruh Lingkungan Kerja Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Dinas Kependudukan dan Pencatatan Sipil Kota Serang. *Jurnal Ilmu Sosial, Manajemen, Akuntansi Dan Bisnis*, 2(1), 56–69. <https://doi.org/10.47747/jismab.v2i1.197>
- Fadlilah, E. N. ayu, & Mirwan, P. S. (2020). Analisis Pengaruh Lingkungan Kerja, Gaya Kepemimpinan, Dan Budaya Organisasi Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Karyawan (Studi Pada Karyawan Bagian Produksi CV. Virgin Cake and Bakery Cabang Ungaran). *Diponegoro Journal of Management*, 9(1), 1–15. <http://ejournal-s1.undip.ac.id/index.php/djom>
- Fauziek, E., & Yanuar, Y. (2021). Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan Dengan Stres Kerja Sebagai Variabel Mediasi. *Jurnal Manajerial Dan Kewirausahaan*, 9(1), 16–25. <https://doi.org/10.54526/jes.v9i1.193>
- Fransiska, N. G., & Maksum, I. (2023). Work Life Balance: Bagaimana Kepuasan Kerja dapat Memediasi terhadap Kinerja Karyawan. *Ekonomis: Journal of Economics and Business*, 7(1), 501. <https://doi.org/10.33087/ekonomis.v7i1.861>
- Gede, P., Nugraha, A., Made, N., Puspitawati, D., Luh, N., Putu, G., & Denpasar, U. M. (2025). *KEPUASAN KERJA SEBAGAI KUNCI : MEMEDIASI DAMPAK STRES*. 14(01), 79–91.
- Hanawidjaya, R. R., Sindrawati, S., Sumiati, N., & Barokah, R. A. (2022). Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan Pada PT. Niaga Nusa Abadi Subang. *Jurnal Economina*, 1(2), 203–218. <https://doi.org/10.55681/economina.v1i2.51>
- Hartanto, R. S., & Nawangsari, L. C. (2024). The Influence of Talent Management and Work Life Balance on Employee Engagement With Job Satisfaction as An Intervening Variable. *International Journal of Education, Business and Economics Research (IJEER)*, 4(1), 127–138.
- Hasan Algani, F. (2024). *PENGARUH DISIPLIN KERJA, BEBAN KERJA, DAN STRES KERJA TERHADAP KINERJA PEGAWAI (Studi Kasus pada Deputy*

Bidang Kebijakan Strategis Kementerian Pariwisata Jakarta). 95–97.

- Hermawan, E. (2022). Pengaruh Lingkungan Kerja, Stres Kerja, dan Beban Kerja Terhadap Kinerja PT. Sakti Mobile Jakarta. *Jurnal Kajian Ilmiah*, 13(2), 173–180. <https://doi.org/10.3389/fpsyg.2022.951149>
- Hutasoit, S., & Nawangsari, L. C. (2024). The Effect of Work Motivation, Work Environment and Training on Sustainable Employee Performance Mediated by Job Satisfaction at the Ministry of Foreign Affairs of the Republic of Indonesia. *International Journal of Education, Business and Economics Research*, 4(4), 36–48. <https://ijeber.com>
- Ignatius, S. K., & Al Rizki, F. (2022). Pengaruh Stres Kerja, Beban Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan PT Perkebunan Mitra Ogan. *Jurnal Sosial Dan Sains*, 2(1), 104–110. <https://doi.org/10.59188/jurnalsosains.v2i1.316>
- Ilham, N. R., & Prasetio, A. P. (2022). Pengaruh Stres Kerja Terhadap Kinerja Karyawan Pada PT Telkom Surakarta. *Jurnal Penelitian IPTEKS*, 7(2), 96–104.
- Indrayana, D. S., & Putra, F. I. F. S. (2024). Pengaruh Beban Kerja, Stres Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan. *Jurnal Ilmu Ekonomi, Manajemen Dan Bisnis*, 2(1), 9–18. <https://doi.org/10.30787/jiemb.v2i1.1407>
- Iqbal, M. A., Saluy, A. B., & Hamdani, A. Y. (2021). The Effect of Work Motivation and Work Environment on Employee Performance Mediated by Job Satisfaction (at PT ICI Paints Indonesia). *Dinasti International Journal of Education Management and Social Science*, 2(5), 842–871. <https://doi.org/10.31933/dijemss.v2i5>
- Isa, B. A., Yantu, I., Monoarfa, V., & Tantawi, R. (2024). Pengaruh Work Life Balance Terhadap Kepuasan Kerja Pegawai Di Dinas Kesehatan Provinsi Gorontalo. *Jurnal Ilmiah Manajemen Dan Bisnis*, 6(3), 1221–1230.
- Ishar, M., Latief, F., & Bahasoan, S. (2024). PENGARUH LINGKUNGAN KERJA DAN DISIPLIN KERJA TERHADAP KEPUASAN KERJA KARYAWAN PADA BANK NEGARA INDONESIA (PERSERO) TBK. KANTOR CABANG UTAMA KOTA MAKASSAR. *Journal Manajemen Dan Akuntansi*, 2(2), 196–208.
- Iskamto, D. (2021). Stress and Its Impact on Employee Performance. *International Journal of Social and Management Studies (Ijosmas)*, 03(02), 142–148.
- Jauhar, A., Brahmasari, I. A., & Ratih, I. A. B. (2022). The Influence of Work Mutations , Workplace Environment on Work-Life Balance , Work Motivation and Employees Performance at The Technical Implementing Unit (UPT PPD) of Regional Revenue Agency East Java Province. *Proceeding International Conference on Economic Business Management, and Accounting*

(ICOEMA), 1148–1155.

- Ji, T., de Jonge, J., Peeters, M. C. W., & Taris, T. W. (2021). Employee sustainable performance (E-super): Theoretical conceptualization, scale development, and psychometric properties. *International Journal of Environmental Research and Public Health*, 18(19). <https://doi.org/10.3390/ijerph181910497>
- Kama, A. A., Suryani, E., & Saufi, A. (2024). International Journal of Multicultural and Multireligious Understanding The Influence of Work Stress and Work Environment on Performance in University Administrative Staff. *International Journal of Multicultural and Multireligious Understanding*, 11(9), 503–508.
- Karim, K. (2022). The Effect of Work Stress on Employee Performance. *Asean International Journal of Business*, 1(1), 24–33.
- Kartini, T. M., Sellina, S., & Nugroho, A. P. (2023). THE INFLUENCE OF WORKLOAD, WORK STRESS AND WORK LIFE BALANCE ON EMPLOYEE WORK PERFORMANCE. *Jurnal Ekonomi*, 12(04), 2547–2553.
- Khatimah, P. H. (2024). PENGARUH WORK-LIFE BALANCE DAN KOMITMEN ORGANISASI TERHADAP TURNOVER INTENTION DENGAN STRES KERJA SEBAGAI VARIABEL MEDIASI PADA KARYAWAN PT. MULTIDAYA TEKNOLOGI NUSANTARA. 2504, 1–9.
- Kusuma, B. W., Ferdinand, N., & Sunarsi, D. (2023). Pengaruh Lingkungan Kerja dan Stres Kerja Terhadap Kinerja Karyawan pada PT. Gema Perkasa Electronic Jakarta Barat. *Jurnal Ekonomi Utama*, 2(1), 6–9. <https://doi.org/10.55903/juria.v2i1.30>
- Leonardo, L. (2021). *Analisis Penerapan Sustainable Development Goals Tujuan Pekerjaan yang Layak dan Pertumbuhan Ekonomi: Studi Kasus PT. Tanjungenim Lestari Pulp and Paper*. 6.
- Lestari, N. K. Y., Pratama, O. S., Putri, C. I. A. V. N., & Idayanti, I. D. A. A. E. (2024). PENGARUH WORK LIFE BALANCE STRES KERJA DAN LINGKUNGAN KERJA TERHADAP KINERJA KARYAWAN PADA UMKM SARINING SERATI DI KABUPATEN GIANYAR. *Journal of Business, Management and Accounting*, 6(1), 209–221.
- Llewellyn Pakpahan, J. (2024). PENGARUH KOMPENSASI, BEBAN KERJA DAN MOTIVASI TERHADAP KINERJA KARYAWAN (Studi pada Karyawan di Bahagia Motor). *Journal GEEJ*, 7(2), 82–85.
- Maharani, C., Kinanti, A. D., Yogiswara, A., Syahputri, D. A., & Farisandy, E. D. (2023). Pengaruh Work-Life Balance terhadap Kepuasan Kerja pada Karyawan di Bintaro. *Jurnal Psikologi Perseptual*, 8(1), 19.
- Maldini, S. A. (2024). PENGARUH STRES KERJA, MOTIVASI KERJA, DAN DISIPLIN KERJA TERHADAP KINERJA PEGAWAI. 2507(February), 1–9.

- Mujahidin, N., Kasran, M., & Sampetan, S. (2023). Employee Performance In The Regional Financial And Asset Management Agency In Pengaruh Work-Life Balance , Stres Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Badan Pengelolaan Keuangan Dan Aset Daerah Kota Palopo. *Management Studies and Entrepreneurship Journal*, 4(April).
- Mursham, M., Asdar, M., & Umar, F. (2022). The Effect Of Work Life Balance, Work Motivation And Work Environment On Employee Performance With The Application Of Akhlak Culture As Moderating Variables (Case Study At Pt. Semen Tonasa). *Economics and Digital Business Review*, 3(1), 85–103.
- Nasikhudin, N., Muttaqijn, M. I., & Gumilar, A. (2024). Analysing the Influence of Job Stress and Work- Life Balance on DGT Employees ' Performance , with Job Satisfaction as Mediating Factor. *Indonesian Tax Review*, 8(8), 1–26.
- Nathanael, E. (2025). *PENGARUH POLA KOMUNIKASI TERHADAP KINERJA KARYAWAN DI PT. CROWN PRATAMA*. 7(2), 107–115.
- Nur Fitriany, N., & Wulansari, R. (2024). Pengaruh Lingkungan Kerja dan Stres Kerja terhadap Kinerja Karyawan pada PT Siantar Top Tbk Cabang Bekasi. *Jurnal Disrupsi Bisnis*, 7(5), 736–742. <https://doi.org/10.55606/cemerlang.v1i4.2951>
- Nur Oktaviani, D., & Irmayanti, N. (2021). Pengaruh Stres Kerja Terhadap Kinerja Karyawan. *Jurnal Psikologi Wijaya Putra (PSIKOWIPA)*, 2(1), 20–27.
- Nurgianto, A., & Akbar, I. R. (2023). *PENGARUH STRES KERJA DAN LINGKUNGAN KERJA TERHADAP KINERJA KARYAWAN PADA PT VARA SUJANA ADHI PARAMITA (KING'S FUN) JAKARTA BARAT*. *Journal of Research and Publication Innovation*, 1(4), 1312–1321.
- Nurjanah, A. (2024). *PENGARUH KEPUASAN KERJA DAN PENGEMBANGAN KARIR TERHADAP LOYALITAS KARYAWAN DENGAN WORK-LIFE BALANCE SEBAGAI VARIABEL MEDIASI*. 1–15.
- Nurlaila, N., Asfiah, N., & Dewayani, E. K. U. (2024). The Influence of Work Facilities, Work-Life Balance and Work Discipline on Employee Performance with Job Satisfaction as an Intervening. *JMKSP (Jurnal Manajemen, Kepemimpinan, Dan Supervisi Pendidikan)*, 9(2), 869–882. <https://doi.org/10.31851/jmksp.v9i2.15214>
- Pancasila, I., Marisya, F., Marsinah, M., Malini, S., & Hatidah, H. (2023). THE INFLUENCE OF THE WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PT. AR RAYYAN TOUR AND TRAVEL. *International Journal of Marketing & Human Resource Research*, 12(1), 26–32. <https://doi.org/10.47747/ijmhrr.v5i1.1640>
- Paparang, N. C. P., Areros, W. A., & Tatimu, V. (2021). Pengaruh Kepuasan Kerja

- Terhadap Kinerja Pegawai Kantor PT. Post Indonesia di Manado. *Productivity*, 2(2), 119-123. <https://ejournal.unsrat.ac.id/index.php/productivity/article/view/33793>
- Paqihul Milah, H. (2024). *PENGARUH DISIPLIN KERJA, STRES KERJA DAN BEBAN KERJA TERHADAP KINERJA KARYAWAN*. 74-76.
- Ponto, V. M. (2023). Peningkatan Produktivitas Dalam Rangka Mewujudkan Pekerjaan Layak dan Pertumbuhan Ekonomi (Tujuan ke-8 Sustainable Development Goals). *Cendekia Niaga*, 7(1), 85-96. <https://doi.org/10.52391/jcn.v7i1.792>
- Pradoto, H., Haryono, S., & Wahyuningsih, S. H. (2022). The role of work stress, organizational climate, and improving employee performance in the implementation of work from home. *Sage Journals*, 71(2), 345-355. <https://doi.org/10.3233/WOR-210678>
- Prasetyani, W. M., Rustono, R., & Suwardi, S. (2021). The Influence of Workload and Work Stress on Employee Performance at PT Pos Indonesia (Persero) Kantor Sentral Pengolahan Pos Semarang Pengaruh Beban Kerja dan Stres Kerja terhadap Kinerja Karyawan pada PT Pos Indonesia (Persero) Kantor Sentral Pengol. *Jurnal JOBS*, 7(2), 199-210.
- Priscilla, G. (2022). *Pengaruh Work-Life Balance Melalui Kepuasan Kerja Terhadap Kinerja Karyawan Starbucks Kelapa Gading*. 2507(February), 1-9.
- Pulungan, N., & Wasiman, W. (2023). *PENGARUH STRES KERJA, MOTIVASI KERJA DAN LINGKUNGAN KERJA TERHADAP KINERJA KARYAWAN PADA PT. AMTEK PLASTIC BATAM*. *Jurnal Cafeteria*, 4(1), 235-242.
- Putri Asnawati, D. (2024). *PENGARUH LINGKUNGAN KERJA DAN DISIPLIN KERJA TERHADAP KINERJA PEGAWAI DENGAN MOTIVASI SEBAGAI VARIABEL MEDIASI*. *Penambahan Natrium Benzoat Dan Kalium Sorbat (Antiinversi) Dan Kecepatan Pengadukan Sebagai Upaya Penghambatan Reaksi Inversi Pada Nira Tebu*, 93-95.
- Rafelia Kornelius, V. (2024). *PENGARUH BEBAN KERJA, STRES KERJA, DAN REWARD TERHADAP KINERJA KARYAWAN*.
- Ramadhan, D. S., & Defrizal, D. (2024). The Influence of Work Environment and Work Pressure on Employee Performance in The Production Section of PT . Sinar Telur Jaya Lampung. *International Journal of Progressive Science and Teknologi*, 43(1), 10-18.
- Rijanto, R. (2023). The Effect of Work Stress on Employee Performance. *Jurnal Ekonomi, Manajemen Dan Akuntansi*, 1(1), 17-24.
- RST, R.-, Yulistria, R., & Handayani, E. P. (2022). Pengaruh Lingkungan Kerja Terhadap Kepuasan Karyawan Pada PT Ekspresindo Jakarta. *Swabumi*, 10(2), 121-131. <https://doi.org/10.31294/swabumi.v10i2.12370>

- Ruslina Candra Putri, I. (2024). *PENGARUH WORKLIFE BALANCE, MOTIVASI KERJA DAN PELATIHAN KERJA TERHADAP KINERJA KARYAWAN*.
- Sabilalo, M. A., Kalsum, U., Nur, M., & Makkulau, A. R. (2020). *PENGARUH LINGKUNGAN KERJA DAN KEMAMPUAN KERJA TERHADAP MOTIVASI KERJA DAN KINERJA PEGAWAI BIRO ORGANISASI SEKRETARIAT DAERAH PROVINSI SULAWESI TENGGARA*. *Journal Of Management & Business*, 3(2), 151–169.
- Saffana, N. (2024). *PENGARUH MOTIVASI KERJA, LINGKUNGAN KERJA, DAN STRES KERJA TERHADAP KINERJA KARYAWAN*. 1–15.
- Saifullah, F. (2020). *Pengaruh Work-Life Balance dan Flexible Work Arrangement Terhadap Kinerja Karyawati Muslimah Konveksi*. *BISNIS : Jurnal Bisnis Dan Manajemen Islam*, 8(1), 29. <https://doi.org/10.21043/bisnis.v8i1.6762>
- Salsabilla, R. S., Suryani, H., Priatna, D. K., & Lusiana Yulianti, M. (2023). *Pengaruh Stres Kerja terhadap Kinerja Karyawan PT Geoservices Bandung*. *Jurnal Kewirausahaan Dan Multi Talenta*, 1(1), 54–64.
- Sari, F. I., Slameta, J., & Nurhidayah, R. (2023). *Pengaruh stres kerja dan lingkungan kerja terhadap produktivitas karyawan bagian sewing pada PT . Seyang Indonesia*. *Jurnal Ekonomi, Bisnis, Dan Humaniora*, 2(2), 44–57.
- Simarmata, R. M. (2021). *Analisis Pengaruh Stres Kerja Dan Disiplin Kerja Terhadap Kepuasan Kerja (Studi Pada Pegawai PT Angkasa Pura II (Persero) Kantor Cabang Bandara Husein Sastranegara Bandung)*. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 5(1), 63. <https://doi.org/10.32493/jjsdm.v5i1.13142>
- Sulaeman, D., Farhan, A., & Winanti, W. (2024). *The Effect of Work-Life Balance on Employee Performance*. *JOURNAL E-BUSINESS AND MANAGEMENT SCIENCE*, 2(1), 249–255.
- Sunarsi, D., Wijoyo, H., Prasada, D., & Andi, D. (2020). *PENGARUH LINGKUNGAN KERJA TERHADAP KINERJA KARYAWAN PADA PT. MENTARI PERSADA DI JAKARTA*. *The World of Business Administration Journal*, September, 117–123. <https://doi.org/10.37950/wbaj.v2i1.916>
- Suwanto. (2023). *The Influence of Work Environment and Work Motivation on Employee Performance at PT. Valdo International Central Jakarta*. *Jurnal Ilmiah Manajemen*, 11(2), 679–690.
- Wahidatus Sa'diyah, N. (2024). *PENGARUH TIME DEMANDS OF WORK, WORK LIFE BALANCE, STRES KERJA, KOMPENSASI DAN KEPUASAN KERJA TERHADAP KINERJA KARYAWAN PT. HWASEUNG INDONESIA DEPARTEMEN PRODUKSI*. *Ekonomi Islami, variabel X*, 46–47. <https://dspace.uui.ac.id/bitstream/handle/123456789/25104/%5BCetak>

- Wieyento, S. (2022). *Analisis Kepuasan Kerja Terhadap Kinerja Karyawan Di CV. Technofrico Medan*. 952-958.
- Winata, E., Lubis, K. S., & Meliza, J. (2022). *PENGARUH LINGKUNGAN KERJA DAN MASA KERJA TERHADAP KEPUASAN KERJA PEGAWAI DINAS KEBUDAYAAN DAN PARIWISATA PROVINSI SUMATERA UTARA*. 2, 69-75.
- Wirawan, S. A. R., & Sukmarani, S. (2023). Hubungan Antara Work Life Balance Dengan Kepuasan Kerja Pada Karyawan Sales. *Jurnal Ilmiah Psikologi Manasa*, 12(1), 76-87. <https://doi.org/10.25170/manasa.v12i1.4484>
- WOLOR, C. W., SOLIKHAH, S., FIDHYALLAH, N. F., & LESTARI, D. P. (2020). Effectiveness of E-Training, E-Leadership, and Work Life Balance on Employee Performance during COVID-19. *Journal of Asian Finance, Economics and Business*, 7(10), 443-450. <https://doi.org/10.13106/jafeb.2020.vol7.no10.443>
- Yolanda, Y., & Salbawati, L. (2020). Pengaruh Kompensasi dan Stress Kerja Terhadap Kepuasan Kerja Serta Dampaknya Pada Kinerja Karyawan (Kasus PT. Pos Indonesia Cabang Bekasi Timur). *Jurnal Manajemen FE-UB*, 8(2), 1-16.
- Yuridha, R. (2022). Pengaruh Beban Kerja, Stres Kerja, Dan Job Crafting Terhadap Kepuasan Kerja Karyawan. *SIBATIK JOURNAL: Jurnal Ilmiah Bidang Sosial, Ekonomi, Budaya, Teknologi, Dan Pendidikan*, 1(9), 1781-1792. <https://doi.org/10.54443/sibatik.v1i9.235>