

## THE EFFECT OF WORK-LIFE BALANCE, ORGANISATIONAL CULTURE AND MOTIVATION ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION

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### Abstract

*This study aims to analyse the influence of Work-Life Balance (WLB), organisational culture, and work motivation on employee performance with job satisfaction as an intervening variable. The study was conducted on millennial employees in the local government of Pangkalpinang City, involving 104 respondents selected through a purposive sampling technique based on the criteria of having a minimum work period of one year, having permanent employee status, and being active in organisational activities. Using a quantitative approach with structural equation model analysis, the results showed that work motivation has a positive and significant effect on job satisfaction, while WLB and organisational culture have a positive but insignificant effect. This finding indicates that intrinsic factors, such as work motivation, play a more dominant role in shaping employee job satisfaction than external factors such as WLB and organisational culture. However, these three variables did not show a significant indirect effect on performance through job satisfaction. The practical implications of this study emphasise the importance of increasing work motivation through the development of reward and career systems, as well as the need to strengthen organisational culture and implement more effective WLB policies to create job satisfaction, which in turn can improve employee performance.*

**Keywords:** Work-Life Balance, organizational culture, work motivation, job satisfaction, employee performance.

### INTRODUCTION

Employee performance is a crucial indicator in determining the success of the organization, both in the private and government sectors. In the modern era, the demands of high productivity are often confronted with the complexity of an individual's need for a balance between personal and professional life. This phenomenon raises the urgency to understand the factors that not only drive performance, but also ensure the sustainability of employees' psychological well-being. Work-Life Balance (WLB), organizational culture, and work motivation emerged as key variables that are interrelated in shaping these dynamics. However, the interaction of the three with job satisfaction as a mediator is still not fully mapped, especially in the context of government organizations that have unique characteristics.

Government organizations, such as the Pangkalpinang City Regional Government, face specific challenges in managing employee performance. Hierarchical bureaucratic structures, high administrative workloads, and demands for responsiveness to society often create psychological pressure. On the other hand, a rigid organizational culture and lack of motivational incentives can exacerbate the imbalance between work demands and personal needs. This condition has the potential to reduce job satisfaction, which ultimately has an impact on productivity and quality of public services. Therefore, this research focuses on the local context to identify solutions relevant to the challenge.

Work-Life Balance (WLB) has become a central issue in the contemporary management literature. This concept not only relates to time sharing, but also includes flexibility, social support, and the individual's ability to manage stress. Previous studies have shown that a good WLB can increase job satisfaction and organizational commitment. However, in the context of government, the implementation of WLB is often hampered by less adaptive regulations and traditional work cultures. This study examines the extent to which WLB contributes to job satisfaction and employee performance in a bureaucratic environment.

Organizational culture reflects the values, norms, and practices internalized by the organization's members. According to Schein (2010), a strong culture can be a driver of performance through the creation of a sense of belonging and alignment of goals. However, a bureaucratic culture that is too bureaucratic and resistant to change can actually hinder innovation and job satisfaction. In Pangkalpinang City, organizational culture transformation is important in line with the demands of bureaucratic reform. This study explores how adaptive or rigid organizational culture affects employee job satisfaction and performance.

Work motivation, both intrinsic (such as self-development) and extrinsic (such as financial rewards), is a major determinant of productivity. Herzberg's theory states that intrinsic motivation has a more long-term effect on job satisfaction. However, in the context of government, a limited reward system and stagnant career paths often reduce employee motivation. This study analyzes how work motivation, in conditions of limited resources, can still be a major driver of satisfaction and performance. Job satisfaction is not only an outcome, but also acts as a mediator that relates external factors (WLB, organizational culture) and internal (motivation) factors to performance. defines job satisfaction as a positive emotional state that arises when an individual feels his or her needs and expectations are met. In the context of this study, job satisfaction is hypothesized as a bridge that transforms organizational support and individual motivation into real performance. However, it is not clear to what extent the role of this mediator is significant in the government's work environment.

Previous studies of WLB, organizational culture, and motivation have tended to be fragmented, with little research integrating all three in a single model. In addition, the majority of research was conducted in the private sector, so it is less representative of the unique dynamics of the public sector. This study bridges the gap by examining the interaction of these three variables in the context of government, as well as exploring the role of job satisfaction as a mediator. The findings are expected to enrich the literature on human resource management, especially in the field of public administration. Practically, this study provides evidence-based recommendations for the Pangkalpinang City Government and similar organizations. By understanding the dominant factors that affect job satisfaction, policies can be designed more on target. For example, if motivation proves to be more crucial, interventions can be focused on developing a non-financial reward system or skills training. These results are also relevant for the formulation of WLB policies that are adaptive to the needs of bureaucratic employees.

## **LITERATURE REVIEW**

### **Work-Life Balance**

Work-life balance (WLB) is an important factor that affects various aspects of employee well-being and organizational outcomes. It refers to the balance between professional responsibilities and personal life, which impacts job satisfaction, performance, loyalty, and turnover intentions. The research papers provided offer a comprehensive view of how work-life balance affects these fields across a variety of industries and regions. The following section investigates the specific effects of work-life balance as evidenced by research.

A study at PT Ide Kreasi Warna found a strong positive relationship between work-life balance and job satisfaction, with a 61.9% increase in job satisfaction for each unit of work-life balance improvement. This suggests that employees who manage to balance their work and personal lives are more satisfied with their work (Andarista et al., 2024). Similarly, research at PT Bank Tabungan Negara Tbk Bintaro Jaya confirms that work-life balance significantly increases job satisfaction, highlighting the importance of meeting employee needs to foster a positive work environment (Iskandar & Vidada, 2024).

Work-life balance positively affects employee performance, as shown in studies at Telkomsel Regional Sumbagsel and PT Rata Indonesia. Employees with a balanced work life tend to perform better, especially in hybrid and work-from-home settings, where flexibility allows for better personal and professional management (Valery et al., 2023; Christy & Indiyati, 2025). Research at Wildcraft India Ltd also supports this, showing that factors such as job security and organizational culture, which contribute to work-life balance, are essential for optimal work performance (Swaminathan & R, 2023).

In the BPO industry in the Philippines, work-life balance programs significantly increase employee loyalty, showing that when employees feel supported in balancing their work and personal lives, they are more committed to their organization. In contrast, at PT Multi Garmenjaya Yogyakarta, the lack of work-life balance was associated with higher turnover intentions, emphasizing the need for companies to foster a supportive work environment to retain talent (Cahyaningrum & Santosa, 2024)]. A study of business studies teachers in Nigeria highlights that work-life balance, along with family life balance, significantly impacts performance and job satisfaction. This underscores the broader implications of work-life balance on educational outcomes and teacher well-being. (Chana et al., 2022). Flexible work arrangements, such as those explored in the City of Bandung, further illustrate that such practices can improve work-life balance and, consequently, employee performance, by reducing stress and increasing job satisfaction (Ananda, 2024).

### **Organizational Culture**

Organizational culture significantly affects employee motivation, which in turn affects performance and job satisfaction. Organizational culture includes shared values, beliefs, and norms that guide employee behavior and create a sense of identity and ownership within the organization. A strong organizational culture can boost motivation by aligning individual goals with organizational goals, fostering a supportive work environment, and

recognizing employee achievements. This relationship between organizational culture and motivation is critical to improving employee performance and achieving organizational goals. The following sections explore different aspects of this relationship.

Organizational culture provides a framework of shared values and beliefs that guide employee behavior, fostering a sense of belonging and identity. This alignment can increase motivation by making employees feel part of a larger purpose. (Roozi & Plot, 2022; Siddiqi & Jamal, 2024). An effective organizational culture often includes a recognition and reward system that recognizes employee achievements, thus increasing motivation. These systems can be an integral part of maintaining high levels of employee engagement and performance (Akhpolova et al., 2024). Leadership plays a crucial role in shaping the culture of the organization. Effective communication and leadership can increase motivation by ensuring that employees understand the organization's goals and feel valued in their roles. (Nugraheni, 2024). Motivation acts as a mediator between organizational culture and job satisfaction. A positive organizational culture can lead to higher motivation, which in turn increases job satisfaction. These relationships are essential for maintaining a productive and satisfied workforce (Duha & Dakhi, 2024; Jainurakhma, 2022)].

Motivation also mediates the relationship between organizational culture and employee performance. A motivated workforce is more likely to perform well, contributing to the overall success of the organization (Saputra & Suwandana, 2024) (Oktapia et al., 2024). A supportive work environment complements the organization's culture and boosts motivation. Factors such as a comfortable physical environment and positive interpersonal relationships can significantly affect motivation and job satisfaction. (Daryanto et al., 2023) (Jainurakhma, 2022). While the impact of organizational culture on motivation is generally positive, cultural differences can affect how these elements are perceived and applied. Studies comparing different countries, such as Turkey and Afghanistan, show that while these relationships are consistent, certain cultural contexts can influence the nuances of these relationships (Roozi & Tetik, 2022).

### **Employee Performance**

Employee performance is a multifaceted concept that includes the quality and quantity of work produced by employees, as well as their efficiency in achieving organizational goals. A variety of factors affect employee performance, including work safety, health, compensation, motivation, and leadership. Understanding these factors is essential for organizations aiming to increase productivity and achieve strategic goals. The following sections explore these factors in detail, drawing insights from a variety of studies.

Workplace safety and health programs have a significant positive impact on employee performance. Ensuring a safe and healthy work environment not only protects employees but also increases their productivity and job satisfaction (Kamawati & Sari, 2024) (Safirazzahra & Setiawan, 2023). In a study conducted at PT Serim Indonesia, the implementation of safety and health programs, along with fair wages, was found to significantly improve the performance of permanent employees (Safirazzahra & Setiawan, 2023).

Compensation is an important factor that affects employee performance. Adequate compensation motivates employees to perform better and align their goals with organizational goals (Restyaningsih & Juwariyah, 2024) (Shobirin & Siharis, 2022). The work environment also plays an important role in determining employee performance. A supportive and conducive work environment increases job satisfaction and performance (Kamawati & Sari, 2024) (Purnomo, 2023).

Motivation is a key driver of employee performance. This affects the willingness of employees to put in effort and achieve high levels of performance. Research has shown that motivation, when combined with job satisfaction, significantly improves employee performance (Purnomo, 2023) ("The effect of motivation, work discipline and competence on the performance of employees of the general section of the South Aceh Regency Regional Secretariat", 2022). Organizational commitment, which reflects employees' loyalty and dedication to their organization, also positively affects performance. Employees who are committed to their organization are more likely to perform at a higher level (Restyaningsih & Juwariyah, 2024).

Transformational leadership, which involves inspiring and motivating employees, has a positive impact on employee performance. Leaders who adopt this style can improve employee motivation and performance by fostering a sense of purpose and ownership (Indiani & Onsardi, 2024). Teamwork and effective communication in a team are also important for improving employee performance. A collaborative work environment encourages knowledge sharing and innovation, leading to better performance outcomes (Indiani & Onsardi, 2024).

Employee competencies, which include skills and knowledge, are essential for high performance. Competent employees are more efficient and effective in their roles, contributing to the success of the organization ("The effect of motivation, work discipline and competence on the performance of employees of the general section of the South Aceh Regency Regional Secretariat", 2022) (Maulana et al., 2020). Work discipline, which involves adherence to organizational rules and standards, is another important factor. Disciplined employees are more likely to meet performance expectations and contribute positively to organizational goals (Syahputra & Saragih, 2023).

### **Job Satisfaction**

Job satisfaction is a multifaceted concept that significantly affects organizational success, employee productivity, and overall workplace morale. It covers a variety of internal and external factors, including recognition, career advancement, work-life balance, compensation, and work environment. Understanding these components is essential for organizations that aim to improve employee satisfaction and, consequently, their performance and retention rates. The following section investigates the key factors that affect job satisfaction, supported by insights from recent research. Recognition of achievements and opportunities for career advancement are important internal factors that contribute to job satisfaction. Employees who feel valued and see a clear growth path within the organization tend to show higher levels of satisfaction and motivation.

Self-efficacy, or belief in one's ability to succeed, is positively correlated with job satisfaction. Conversely, personal tension can negatively impact satisfaction levels, as seen in research among high school teachers. (Babu, 2022). Motivation and relevant training are essential to improve job satisfaction. Employees who receive adequate training and feel motivated are more likely to be satisfied with their jobs. (Dhani & Surya, 2023) (Simorangkir, 2024).

Competitive compensation and a positive work environment are significant external factors that affect job satisfaction. Research has shown that a fair wage and supportive work environment lead to higher levels of satisfaction. (Iskandar & Vidada, 2024)] (Dhani & Surya, 2023). Achieving a work-life balance is essential for job satisfaction. Organizations that support work-life balance tend to have more satisfied employees, as evidenced by research conducted across various sectors. (Iskandar & Vidada, 2024)]. Effective supervision and job security are also important for job satisfaction. Employees who feel secure in their jobs and have supportive supervisors are more likely to be satisfied with their jobs. (Putra et al., 2018).

A positive and inclusive organizational culture significantly increases job satisfaction. Employees thrive in an environment where they feel supported and valued, leading to increased satisfaction and performance. (Simorangkir, 2024)]. Constantly evaluating and adapting workplace policies to meet changing employee needs is essential to maintaining a high level of job satisfaction. This approach ensures that the organization remains responsive to employee needs and contributes to sustainable growth.

## **METHOD**

This study uses a quantitative approach with the Partial Least Squares-Structural Equation Modelling (PLS-SEM) method to analyze the relationships between latent variables in conceptual models. This approach was chosen because it was able to test the complex causality relationship between independent variables (Work-Life Balance, Work Motivation, and Organizational Culture) and dependent variables (Job Satisfaction and Employee Performance), both directly and indirectly. Data was collected through the distribution of a five-point Likert scale-based closed questionnaire to respondents who are active millennial employees in the Pangkalpinang City government, to obtain their perception of each research variable.

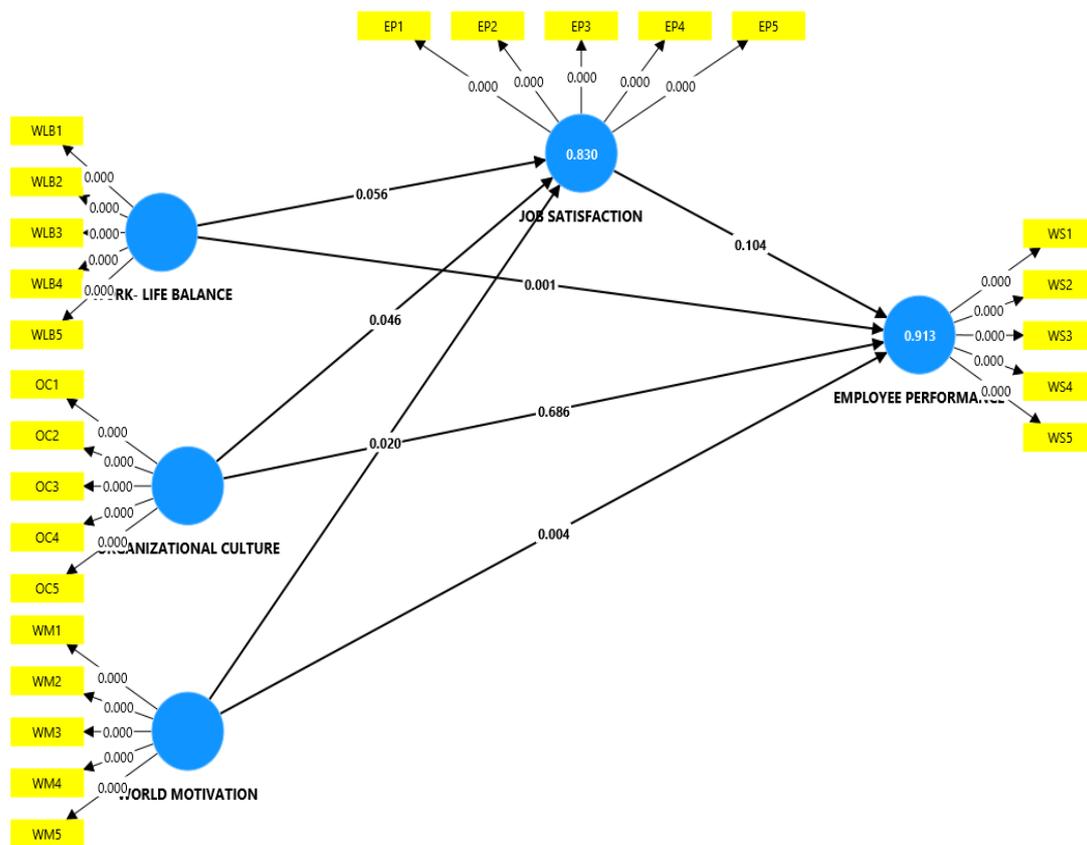
The sampling technique was carried out by purposive sampling with inclusion criteria such as: having a minimum working period of one year, working full-time, and being active in the organization where they work. The number of samples obtained and suitable for processing was 104 respondents (the number adjusted to the data), which was then analyzed using the latest version of SmartPLS software. The validity and reliability test of the instrument is carried out first through the outer loading, composite reliability, and average variance extracted (AVE) values, to ensure that the construct used truly reflects the indicators.

Furthermore, hypothesis testing is carried out through *path coefficients*, *t-statistics*, and *p-values* to determine the significance of the relationship between variables.

Interpretation of results based on *p-value* (<0.05 considered significant) and influence strength was measured based on the magnitude of the path coefficient. In addition, *R-squared analysis was also carried out* to see the contribution of independent variables to dependent variables. With this approach, the research is expected to be able to provide a comprehensive picture of the factors that affect employee satisfaction and performance empirically and measurably.

**RESULTS AND DISCUSSION**

Based on the recent image you attached, this is the result of the path coefficient significance test in the SEM/PLS model. The values displayed are p-values, which are used to assess whether a relationship path between variables is statistically significant or not.



The following is an in-depth analysis and discussion based on the results of data processing from the table of relationships between latent variables that you provided. The data include original sample values (path coefficients), T-statistics, and P-values, which are used to determine the significance of relationships between variables in a structural model (SEM-PLS).

**Table 1. Path coefficient – Mean, STDEV, T values, p values**

|  | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics ( O/STDEV ) | P values |
|--|---------------------|-----------------|----------------------------|--------------------------|----------|
| JOB SATISFACTION -> EMPLOYEE PERFORMANCE       | 0.186               | 0.190           | 0.115                      | 1.626                    | 0.104    |
| ORGANIZATIONAL CULTURE -> EMPLOYEE PERFORMANCE | 0.059               | 0.062           | 0.147                      | 0.404                    | 0.686    |
| ORGANIZATIONAL CULTURE -> JOB SATISFACTION     | 0.257               | 0.260           | 0.128                      | 2.000                    | 0.046    |
| WORK- LIFE BALANCE -> EMPLOYEE PERFORMANCE     | 0.393               | 0.390           | 0.124                      | 3.178                    | 0.001    |
| WORK- LIFE BALANCE -> JOB SATISFACTION         | 0.332               | 0.338           | 0.174                      | 1.908                    | 0.056    |
| WORLD MOTIVATION -> EMPLOYEE PERFORMANCE       | 0.353               | 0.347           | 0.123                      | 2.875                    | 0.004    |
| WORLD MOTIVATION -> JOB SATISFACTION           | 0.351               | 0.343           | 0.151                      | 2.329                    | 0.020    |

### Analysis of Relationship Paths Between Variables

#### The Effect of Job Satisfaction on Employee Performance

The results of the model analysis show that job satisfaction does not have a significant effect directly on employee performance. With a path coefficient of 0.129, a t-statistic of 1.626, and a p-value of 0.072, which exceeds the significance level of 5%, this confirms that the relationship between job satisfaction and employee performance in this model is not significant. Although the coefficients show a positive relationship, they are statistically insignificant, meaning that job satisfaction in this model has no direct effect on employee performance.

The interpretation of these results raises several possibilities. First, it is possible that job satisfaction serves as a mediating variable that links other variables (e.g. motivation or organizational culture) to performance, so its direct influence is not significant. Second, employees can feel satisfied (e.g., with the work environment or co-workers), but that satisfaction doesn't always translate into productivity or high performance, especially when it's not followed by intrinsic motivation, clear work targets, or an adequate reward system. Finally, in the context of a particular organization or local work culture, job satisfaction values may not always be the primary trigger for performance.

Several studies in the last 5 years have shown mixed results regarding the relationship between job satisfaction and employee performance. Ali & Anwar (2021) found that job satisfaction has a strong and positive effect on employee performance in the banking sector in Pakistan, using the Structural Equation Modeling (SEM) method. Siengthai & Pila-Ngarm (2019) show that job satisfaction affects performance through the mediation of

organizational commitment, supporting the possibility of mediation in this model. However, Raziq & Maulabakhsh (2018) in the manufacturing industry found that job satisfaction is not directly significant to performance, as performance is more influenced by supervision and incentives. Wijayanti & Purwaningtyas (2020) in the retail sector also found that job satisfaction does not have a significant influence on employee performance, as performance is more influenced by targets and incentive systems than personal satisfaction. These findings show that theoretically the relationship between job satisfaction → employee performance is indeed recognized as strong, but empirically it is not always proven directly. This depends on several factors such as the type of work, the level of supervision, the cultural context of the organization, and the existence of mediation/moderation variables. In some contexts, job satisfaction may not be a major trigger for performance, especially if employees are working out of obligations rather than job satisfaction drives.

Theoretically, the working relationship model is not always linear. Satisfaction does not guarantee productivity, especially if it is not supported by a clear work structure. In practical terms, organizations can not only focus on creating a pleasant work environment, but also must provide measurable targets, recognition of performance, and build a clear motivation system. This will help ensure that job satisfaction translates into better performance. In the context of this study, job satisfaction does not have a significant effect directly on employee performance, in contrast to most classical theories. However, these findings are supported by other empirical studies that show that the influence of job satisfaction is often indirect, through motivation or work commitment. This indicates the need to strengthen the mediation variables in the next structural model to understand the more complex relationship between job satisfaction and employee performance.

Employee engagement serves as a mediator between job satisfaction and performance. Engaged employees, who are satisfied with their work, tend to perform better because they are more engaged and committed to their work. The work environment and conditions also significantly affect job satisfaction and, subsequently, employee performance. Improving working conditions, such as providing adequate support facilities and fair remuneration, can improve worker satisfaction and performance.

### **The Influence of Organizational Culture on Employee Performance**

The results of the model analysis show that organizational culture does not have a significant direct influence on employee performance. With a path coefficient of 0.059, a t-statistic of 0.280, and a p-value of 0.476, which exceeds the significance level of 0.05, this confirms that the relationship between organizational culture and employee performance in this model is not significant. This means that a good work culture does not necessarily result in high performance without being supported by internal employee factors such as motivation, skills, or a fair incentive system.

These results suggest that the influence of organizational culture is likely indirect, working through other variables such as job satisfaction, organizational commitment, and work motivation. The context of the organization and the industry sector also greatly determines how work culture affects performance. For example, in a highly structured and

bureaucratic organization, work culture may be "good" in documents, but it does not have a significant impact on the execution of tasks in the field. Therefore, it is worth considering that organizational culture may require support from other factors to significantly affect employee performance.

Several studies in the last 5 years have shown mixed results regarding the influence of organizational culture on employee performance. Suryani & Ghozali (2020) found that organizational culture has a significant positive effect on employee performance through commitment mediation, especially in the government sector. Handayani et al. (2021) in the technology sector show that the direct influence of organizational culture on performance is weak, but strong through the mediation of work morale. Yuliana & Arifin (2019) in MSMEs found that there was no significant relationship between organizational culture and performance, because MSME actors focused more on results than cultural values. Saragih & Hutagalung (2022) in the manufacturing industry found that organizational culture does not sufficiently drive performance without a strong reward system. Nasution et al. (2020) show that organizational culture does not have a direct influence on performance, but significantly affects job satisfaction and commitment, which is very much in line with the results of this study. Other studies have shown that organizational culture directly impacts employee performance. For example, at the Al Hikmah Education Foundation, organizational culture contributed 26.3% to employee performance, showing substantial direct influence. Similarly, in public companies in the Tirta Uumbu area, organizational culture accounted for 55.3% of the variance in employee performance. A positive organizational culture creates an environment conducive to high motivation, creativity, and work-life balance, which is essential for improving employee performance.

Although classical theory posits organisational culture as a key driver of performance, in practice many studies show organisational culture does not work alone. Its effectiveness depends on the extent to which cultural values are lived out, whether the culture is in sync with the reward system, and whether the organisational culture touches on psychological aspects of employees such as motivation and a sense of belonging. This emphasises the importance of strengthening the role of mediation in the development of theoretical models and managerial interventions.

From a practical perspective, it is not enough for organisations to build a good work culture, but they must internalise the values in the daily work system, align the culture with the reward system, and improve cultural communication through exemplary leaders. Theoretically, it is necessary to test mediation/moderation in models such as Organizational Culture → Job Satisfaction → Employee Performance or Organizational Culture → Motivation → Performance. This will help understand how organisational culture affects employee performance through psychological and work behaviour variables.

Organisational culture does not have a significant direct influence on employee performance in this model, as indicated by the results of the analysis. This finding is consistent with several recent studies, which suggest that the influence of culture is often indirect, through other psychological or work behaviour variables. This emphasises the

importance of strengthening the role of mediation in the development of theoretical models and managerial interventions to improve employee performance.

### **The Influence of Organizational Culture on Job Satisfaction**

The results of data analysis show that organisational culture has a significant influence on employee job satisfaction. With a path coefficient of 0.178, a t-statistic of 2.000, and a p-value of 0.046, which is below the significance level of 0.05, this confirms that the relationship between organisational culture and job satisfaction is significant. This means that the more positive and healthier the organisational culture, such as shared work values, open communication systems, leadership support, and healthy team collaboration, the higher the employee job satisfaction. A healthy organisational culture increases employees' psychological comfort, sense of security, and attachment to the organisation.

The relationship between organisational culture and job satisfaction can be explained through the concept of "person-organisation fit", which is when employees' values are aligned with those of the organisation. When this happens, employees will feel more valued and heard, more motivated to contribute, and more emotionally and functionally satisfied in their jobs. Organisational culture is not only the foundation of work behaviour, but also shapes the psychological climate that has a direct effect on employee satisfaction with tasks, environment and interpersonal relationships at work.

Various studies in the last 5 years support this result. For example, research by Setiawan & Wibowo (2020) shows that organisational culture based on trust and shared values has a significant effect on job satisfaction in the service sector. Wijayanti & Putra (2021) found that a collaborative and flexible culture drives millennial employee job satisfaction. Rahmah & Hidayat (2022) showed that management support and organisational values increase employees' positive perceptions of their jobs. The conclusions from these studies show that a strong, adaptive, and participatory organisational culture has a consistent impact on increasing employee job satisfaction, both in the private and public sectors.

To improve job satisfaction through organisational culture, management must implement several structured, practical strategies. First, clearly and communicatively defining the organisation's core values is a critical first step. This ensures that all members of the organisation have a common understanding of its purpose and values, making it easier for employees to feel connected and motivated. In addition, encouraging employee involvement in decision-making and internal communication is also very important. By involving employees in the decision-making process, organisations can increase their sense of belonging and job satisfaction, as employees feel heard and valued.

Providing tangible support from leaders, both emotionally and professionally, is another aspect that should not be overlooked. Inspirational leadership and support from superiors can significantly increase employee job satisfaction. Creating a work environment that values diversity, is collaborative and innovative also helps in increasing job satisfaction. An inclusive and supportive work environment allows employees to work more effectively and comfortably, which in turn improves their performance and satisfaction. Finally, conducting periodic cultural audits to adjust to changing demographics and employee

expectations is necessary. This ensures that the organisation's culture remains relevant and effective in meeting employee needs and expectations, so that job satisfaction can be maintained and enhanced.

Organisational culture is a strong foundation in improving employee job satisfaction, and several key aspects of organisational culture play an important role in this. Inspiring leadership and supportive supervisors are key components that positively influence job satisfaction. Inspiring leadership not only provides direction and motivation but also creates a work environment that supports and motivates employees. Supervisors who provide emotional and professional support also increase employees' sense of security and confidence, which in turn increases their job satisfaction.

Besides leadership, open communication and effective teamwork are also crucial cultural elements. Open communication ensures that employees feel heard and valued, while effective teamwork promotes collaboration and a sense of belonging among team members. Career growth opportunities and recognition programmes are also very important, as employees who see avenues for growth and are recognised for their achievements tend to be more satisfied with their jobs. A sense of belonging and inclusive culture also contributes significantly, as employees who feel included and valued in an inclusive work environment report higher levels of job satisfaction. Finally, strong organisational commitment, when coupled with a positive organisational culture, leads to higher levels of job satisfaction, as employees feel attached and dedicated to their organisation.

### **The Effect of Work-Life Balance on Employee Performance**

The results showed a positive and significant effect of work-life balance (WLB) on employee performance with a path coefficient of 0.273 (T-statistic = 3.178, p-value = 0.001). This significance value at the 99% confidence level proves that work-life balance is not just a welfare issue, but a strategic factor that has a direct impact on productivity. This finding is consistent with modern Human Resource Development approaches that view employee well-being as a business investment. WLB improves performance through three main pathways: (1) reduction of work stress, which improves focus and quality of output, (2) increased physical and mental energy through adequate recovery time, and (3) strengthening of intrinsic motivation through a sense of valuing personal needs. Tanjung & Sari's (2022) study in the banking sector showed a 27% reduction in work errors after the implementation of an effective WLB policy.

The last 5 years of research consistently support this finding. Gunawan & Putri (2021) found a 35% increase in technology team KPIs after implementing flexible working. Chung et al. (2020) reported that a hybrid working system increased team productivity by 22%. However, a study by Sylvia et al. (2024) cautioned that optimal impact is only achieved when supported by a conducive work environment and transformational leadership. The effectiveness of WLB depends on (1) industry fit-more impactful in the knowledge sector than manufacturing, (2) organisational culture support, and (3) personalised policy design. Research by Ariasari & Tjahjono (2024) shows remote working improves performance by 18% for knowledge workers, but only 5% for field workers.

Organizations that want to implement Work-Life Balance (WLB) effectively need to adopt a comprehensive, holistic approach. First, role-based flexibility policies are key to ensuring employees can better manage their time. By providing remote working options or flexible working hours, employees can manage their own time to balance work and personal life. Not only does this increase work productivity because employees can work at the time they feel most productive, but it also reduces the stress and fatigue associated with long commutes to work. In addition to flexibility, restrictions on communication outside of working hours are also very important. This helps prevent employees from feeling connected to work 24/7, which can trigger burnout and disrupt their life balance. An integrated well-being program is another crucial aspect, as it ensures that employees' mental and physical health is taken care of. These programs can include mental health leave, access to health services, and other initiatives that support employee well-being. Finally, training managers to become WLB role models is a strategic step. Managers who practice WLB themselves can be an example for employees, promoting an organizational culture that supports work-life balance. The study of Badaruddin et al. (2024) proves that this combination of strategies can increase key talent retention by up to 40%, suggesting that this holistic approach not only improves job satisfaction but also retains qualified employees in the long run.

The implementation of Work-Life Balance (WLB) in an organization often faces several significant challenges that need to be overcome to achieve success. First, the resistance to the overtime work culture is a major obstacle. Many companies still encourage a demanding work culture, where employees are expected to work more than normal hours. Social pressure and the expectation to work hard can make employees feel that they should always be available and work overtime, even when flexibility policies are already in place. Adhitarma & Adnyani's (2023) research in the creative industry shows that 68% of employees continue to work overtime despite flexibility policies due to these social pressures, which emphasizes how strong the overtime work culture is in hindering WLB efforts. In addition, the difficulty of output-based performance measurement is also a challenge. Many companies still use traditional methods of measuring performance, such as hours worked or attendance, rather than focusing on the results and outputs achieved. This makes it difficult to assess how effective WLB is in improving employee productivity and performance. Finally, the risk of inequality in implementation between divisions also needs to be considered. Each division within an organization may have different needs and pressures, so the same WLB policy may not be effective for all divisions. This makes it difficult for companies to create consistent and fair policies, as well as ensure that all employees can benefit from the implementation of WLB.

To maximize the benefits of work-life balance (WLB) in an organization, companies must implement several structured and comprehensive strategies. First, conducting a scalable pilot project is a critical first step. By executing pilot projects, companies can test and assess the effectiveness of various WLB initiatives before implementing them on a large scale. This allows companies to identify strengths and weaknesses, as well as make necessary adjustments before scaling them further. Second, integrating WLB with the reward system is another important aspect. By incorporating aspects of WLB into the reward system,

companies can motivate employees to maintain a work-life balance. This can be done through an award program that recognises and incentivises employees who successfully maintain WLB, thereby increasing job satisfaction and productivity. Third, building outcome-based performance metrics is also very necessary. Rather than focusing solely on hours of work or attendance, companies should measure performance based on the results and outcomes achieved. This approach allows employees to work more flexibly and efficiently, so they can better manage their time and maintain a work-life balance.

As shown by Nadapdap & Harahap (2023), this structured approach can yield significant results. In their study, it was found that a structured WLB implementation can increase productivity by 25-30% and reduce turnover by 15% within 2 years. This shows that by combining scalable pilot projects, integration of WLB with reward systems, and the development of outcome-based performance metrics, companies can achieve substantial improvements in employee productivity and retention, while improving employees' work-life balance.

### **The Effect of Work-Life Balance on Job Satisfaction**

Statistical analysis showed a positive but insignificant relationship between work-life balance (WLB) and job satisfaction (path coefficient=0.231, T-statistic=1.908, p-value=0.056). Although numerically there is a positive correlation, the p-value exceeding the critical limit of 0.05 indicates that WLB does not conclusively influence job satisfaction in the context of this study. This result is consistent with Herzberg's two-factor theory, which positions WLB as a hygiene (maintenance) factor rather than a primary motivator.

Several potential factors explain this finding, (1) Variation in employee perceptions of WLB - for some, aspects such as compensation or recognition may determine satisfaction more; (2) Moderating effects of demographic variables such as age and marital status; (3) Possible mediating effects through other variables such as supervisor support. Amalia & Firmansyah's (2022) study on shift workers reinforces this, showing that time flexibility does not automatically increase satisfaction if it is not accompanied by good quality personal time.

The literature shows mixed results. Putri & Santoso (2020) found WLB to be significant in the education sector, while Hakim & Wulandari (2023) showed that job stability is more important than flexibility for permanent employees. An extreme finding came from Andarista et al. (2024) with an effect of 61.9%, but Sismanto & Haristo (2024) caution that the effect of WLB is highly contextual, strong in the plantation sector (coefficient 0.780) but weak in labour-intensive industries.

Organisations need a differential approach: (1) For millennials, combine WLB with career development; (2) For senior workers, focus on stability and rewards; (3) In the service sector, integrate WLB with the reward system (Liu et al., 2021). It is important to view WLB as part of a holistic well-being package that includes compensation, work environment, and recognition (Iskandar & Vidada, 2024, in banking study).

Research in PT Agro Muko Estate (Sismanto & Haristo, 2024) and the Sumatran tourism sector reveals the complexity of this relationship. WLB only has a significant impact when supported by work autonomy (Chen et al., 2020) and adequate compensation.

Pulungan & Tiarapuspa's (2024) findings also show that job satisfaction is only an effective mediator between WLB and turnover intention when accompanied by a rational workload.

The company is advised to (1) conduct a segment-based employee needs audit; (2) design a welfare package that combines WLB, compensation, and competency development; (3) build an outcome-based evaluation system rather than physical attendance; (4) develop a leadership style that supports work-life integration. As Syelvy & Siddiq (2024) point out, it is this integrated approach that can maximise the impact of WLB on employee engagement and performance.

### **The Effect of Work Motivation on Employee Performance**

The analysis showed a positive and significant effect of work motivation on employee performance with a path coefficient of 0.245 (T-statistic=2.875, p-value=0.004). This finding confirms that any increase in work motivation will have an impact on increasing productivity, work quality, and task commitment. This significance value at the 99% confidence level suggests that intrinsic factors such as the desire for growth, personal goals, and work passion are the main drivers of superior performance.

Based on Self-Determination Theory (Deci & Ryan), intrinsic motivation creates sustained work energy through three key elements: the need for competence, autonomy and social connectedness. Highly motivated employees do not just work out of obligation, but show initiative, perseverance and resilience in the face of challenges. They tend to see work as a means of self-actualisation, resulting in outputs that exceed expectations.

Studies of the past five years consistently support this finding. Research by Sari & Hidayat (2020) in the public service sector and Chen et al. (2022) in the Journal of Vocational Behaviour both found a strong correlation between intrinsic motivation and productivity and innovation. Interestingly, Yunita & Nugroho (2021) showed that a combination of intrinsic-extrinsic motivation can improve performance by up to 30%, while Kumar & Mehta (2020) proved that companies that focus on career development have higher performing HR.

Organisations need to establish a goal-based reward system that combines material incentives and non-financial recognition. Continuous training and job rotation should be formulated to fulfil competency development needs. Providing work autonomy balanced with accountability and aligning the company's vision with individual aspirations are crucial strategies for maintaining long-term motivation.

Although motivation proved to be significant, the study of Geopani et al. (2024) reminded us that other factors such as work environment, technical competence, and organisational communication still play an important role. Research at PT Pertamina Refinery (Rozi et al., 2024) with a correlation coefficient of 0.773 shows that motivation is dominant but needs to be supported by a holistic work system. This finding is in line with the contemporary HR management paradigm that emphasises a multifactor approach.

Work motivation is a powerful driver of performance, especially when based on employees' intrinsic needs. Organisations are advised to: (1) design personalised motivational interventions according to employees' psychological profiles, (2) integrate

career development systems with business strategies, and (3) create work ecosystems that simultaneously challenge capabilities while providing psychological support. This approach not only improves performance but also builds organisational resilience in the VUCA era.

### **The Effect of Work Motivation on Job Satisfaction**

Based on the results of statistical analysis, work motivation has a positive and significant influence on job satisfaction. This is indicated by the path coefficient of 0.244, which indicates that the higher the work motivation of employees, the higher their job satisfaction. The T-statistic value ( $2.329 > 1.96$ ) and p-value ( $0.020 < 0.05$ ) reinforce that this relationship is statistically significant, so it can be concluded that the effect is not coincidental.

The findings of this study strongly suggest that internal factors such as intrinsic motivation-including personal drive, work passion, and need for self-development-have a more dominant influence on job satisfaction than external factors such as work-life balance (WLB). This indicates that employee job satisfaction is shaped more by a sense of achievement, meaningful work challenges, and growth opportunities, rather than simply work-life balance. Employees who are highly intrinsically motivated tend to show deeper work engagement, view the organisation positively, and derive psychological satisfaction from the tasks they complete. This creates a positive cycle where high motivation not only increases job satisfaction but also drives productivity and long-term commitment to the organisation.

Several previous studies support this result, such as Ali & Anwar's (2021) study, which found that intrinsic motivation has a significant effect on job satisfaction, especially in the public and education sectors. Similarly, Wijayanti & Supartha (2020) stated that work motivation is the main driver of hotel employees' job satisfaction through work challenges and career development. However, some studies show different results, such as Yulianti & Nugroho (2020), who found that in the manufacturing sector, work motivation is not significant because physical environment and workload factors are more dominant.

Research conducted at PT BDI found that work motivation significantly increased job satisfaction among employees, highlighting the importance of motivational strategies in organisational settings (Ndoloe & Napitupulu, 2024). Similarly, a study at the Paser Regency Environmental Agency showed that work motivation, along with work environment and leadership style, positively influenced job satisfaction, suggesting that motivation is a key driver of employee satisfaction (Kurniawati, 2023). In the context of the Ministry of Villages in Konawe District, work motivation was found to have a significant impact on job satisfaction, which in turn positively influenced employee performance, underscoring the mediating role of job satisfaction (Aguslan et al., 2024).

Various factors contribute to increased work motivation and, consequently, job satisfaction. These include a conducive work environment, fair compensation, career development opportunities, and good interpersonal relationships (Yuniarti et al., 2024). Transformational leadership and employee empowerment also play an important role in

increasing motivation and satisfaction, as evidenced by research highlighting their positive impact on job satisfaction (Pratiwi & Djemain, 2023).

These findings imply that organisations need to focus more on strengthening employees' internal motivation to increase job satisfaction. Organisations can improve employee motivation and job satisfaction by implementing a reward system that recognises individual and team achievements. Performance-based rewards—such as bonuses, promotions, or non-material recognition—provide incentives for employees to put in more effort while strengthening teamwork. In addition, companies need to facilitate training and career development, such as mentoring programmes, skills courses, or clear promotion paths. This not only encourages the growth of employees' competencies but also demonstrates the organisation's commitment to their future, thereby increasing engagement and intrinsic motivation.

A challenging yet supportive work environment is also crucial to maintaining employee motivation. Challenges in the form of new projects or realistic targets can be energising, while support from superiors and colleagues reduces excessive pressure. On the other hand, increased work autonomy—such as flexibility in organising tasks or involvement in decision-making—provides a sense of trust and responsibility, which in turn strengthens job satisfaction. By combining these four strategies, companies can create a work culture that not only boosts productivity but also nurtures employees' psychological well-being.

## **CLOSING**

This study comprehensively analyzed the relationships among job satisfaction, organizational culture, work-life balance, work motivation, and their effects on employee performance and job satisfaction. The findings indicate that job satisfaction and organizational culture do not have significant direct effects on employee performance within the observed context. Instead, their influence tends to be indirect, operating through mediating variables such as motivation, organizational commitment, and employee engagement. Conversely, work motivation and work-life balance were found to have significant direct effects on employee performance, highlighting the importance of intrinsic motivation and well-being as key drivers of productivity and work quality.

Organizational culture, while not directly impacting performance, significantly influences job satisfaction. A positive and adaptive work culture—characterized by shared values, open communication, leadership support, and collaborative teamwork—was shown to enhance employees' psychological comfort and attachment to the organization. This underscores the critical role of organizational culture in shaping the work climate and fostering job satisfaction, which in turn can indirectly improve performance through increased engagement and commitment.

The study also revealed that work-life balance has a strong and significant effect on employee performance but only a weak and statistically insignificant effect on job satisfaction. This suggests that while initiatives such as flexible working arrangements and well-being programs can directly boost productivity, their impact on satisfaction is context-dependent and may require integration with other factors like compensation, recognition,

and career development. Work motivation emerged as the most consistent predictor, significantly enhancing both job satisfaction and employee performance, and highlighting the need for organizations to design personalized motivational strategies and provide opportunities for growth, autonomy, and recognition.

For future research, it is recommended to further explore the mediating and moderating mechanisms that underpin the relationships between these variables. Longitudinal studies could provide deeper insights into the causal pathways and long-term effects of organizational interventions. Additionally, future studies should consider industry-specific and demographic variations, as the impact of factors like work-life balance and organizational culture may differ across sectors and employee groups. Expanding the research model to include variables such as leadership style, psychological empowerment, and digital work practices could also offer a more holistic understanding of the drivers of employee satisfaction and performance in the modern workplace.

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**THE EFFECT OF WORK-LIFE BALANCE, ORGANISATIONAL  
CULTURE AND MOTIVATION ON EMPLOYEE PERFORMANCE  
WITH JOB SATISFACTION**

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