

The Influence of Work-Life Balance and Organizational Culture on Employee Performance at a Regional Public Company

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Abstract

Employee performance in regional public companies is strongly shaped by work-life balance and organizational culture, both of which are critical for sustaining productivity and service quality. This study aims to analyze the influence of work-life balance (X1) and organizational culture (X2) on employee performance (Y) at a Regional Public Company in Indramayu Regency. Using an associative quantitative approach, the researcher determined the interdependencies between the variables. The Regional Public Company recruited 108 people to take part in the study by using a stratified random selection method based on a Slovin algorithm. Following data collection using a Likert scale questionnaire, SPSS version 26 was used to perform multiple linear regression analysis. The research found that work-life balance positively impacted employee performance, with a t-value of 11.501 and a significance level of 0.000 (<0.05). The research proved that the culture of the organization significantly impacts employee performance in a good way (B = 0.093; t_value = 2.121; Sig. 0.036 < 0.05). With a mean of 69.076 and a significance level of 0.000 (less than 0.05), a good work-life balance and a supportive work environment significantly affect productivity. With an Adjusted R² value of 0.560, we can see that these two variables explain 56.0% of the variance in how well employees perform. Unrelated variables may account for the remaining 44.0%. Hence, a Regional Public Company in Indramayu Regency may promote a good work-life balance for its employees by establishing an engaging work environment.

Keywords: Employee Performance, Human Resource Management, Organizational Culture, Regional Public Company, Work-Life Balance.

1. Introduction

Employee output constitutes a pivotal determinant of an organization's aggregate operational performance. In recent years, corporations have confronted progressively intricate impediments in their endeavors to augment workforce productivity. A substantial body of empirical inquiry has corroborated that the degree to which personnel are capable of actualizing their full potential is appreciably conditioned by a wide constellation of endogenous and exogenous variables. Accordingly, a more exhaustive comprehension of these contributory factors is indispensable in equipping organizations with the capacity to cultivate high-caliber human capital.

Finding an equilibrium between professional and personal life is something that an increasing number of individuals are beginning to appreciate. Achieving a healthy work-life balance requires the ability to devote adequate attention to both domains. Individuals who effectively manage their time, energy, and social obligations tend to sustain a healthy work-life balance and consequently become more productive workers. When this equilibrium is disrupted, it may give rise to stress, exhaustion, and a decline in performance. Numerous



studies have established a positive association between WLB and workplace performance. Rahmansyah et al. (2023) found that employees at coffee shops in Malang City's Lowokwaru District demonstrated higher productivity when they maintained a healthy balance between their professional and personal lives. The findings of Wahyudin et al. (2025) on hospital staff corroborate this notion, confirming that a healthy work-life balance positively contributes to employee productivity.

Employee behavior and performance are considerably influenced by both work-life balance and organizational culture. Organizational culture refers to the set of norms, values, and behaviors that all members of an organization adhere to in the workplace. Research indicates that a strong and positive organizational culture fosters a greater sense of belonging, enhances teamwork, and produces better outcomes. Conversely, a weak organizational culture or one misaligned with its core values may adversely affect employee motivation and performance. Empirical studies consistently support the significant influence of organizational culture on employee performance. Syahrudin et al. (2020) found that organizational culture was the most influential factor affecting employee performance at Bima City's Ministry of Religious Affairs, surpassing the effects of both training and communication.

Based on first impressions, there is room for improvement in employee performance at a Regional Public Company in Indramayu. This is evident in areas like attendance discipline, where certain employees consistently arrive late and are not prompt when working. Workplace discipline is still an issue in 2025, according to the company's attendance report. About a third of workers were tardy, another eleven percent had blanks in their attendance logs, and five percent never showed up for work at all. This condition is important to note because the Regional Public Company in Indramayu Regency is a regional company that provides services to the community, so punctuality and consistency in carrying out tasks have direct implications for operational smoothness, internal coordination, and the quality of service to customers. These observational findings are also in line with various customer complaints that have appeared on social media in recent years, such as service responses that are considered slow in following up on complaints and other technical problems. Therefore, the organization needs to identify the most relevant factors influencing performance in the context of the Regional Public Company so that the improvements made are properly targeted.

Although various studies show that work-life balance and organizational culture are related to performance, there is still a need to strengthen empirical evidence in the context of Regional Public Companies, which have work characteristics different from other sectors (for example, demands for service continuity, the need for cross-functional coordination, and an orientation toward public service). This contextual gap forms the basis for the importance of research at the Regional Public Company in Indramayu Regency, particularly to examine the influence of work-life balance as a factor inherent to individual employees and organizational culture as an organizational factor on employee performance.

Examining the cultural norms around work-life balance at a regional public corporation in Indramayu Regency is the goal of this study. To start, how does the culture of a firm affect the performance of its employees? When it comes to performance at work, how does work-life balance factor in? The third inquiry is to understand the connection between work-life balance, organization culture, and performance. These three questions are intended to be answered by this research. The overarching goal of this research is to provide empirical recommendations that company management may use to improve HRM practices. The suggested adjustments aim at creating a more disciplined and service-oriented corporate culture and a staff that is better able to manage their professional and personal lives.

2. Literature Review

2.1. Employee Performance

Performance, according to Bintoro and Daryanto (2017), is when an employee's efforts in completing their job result in the accomplishment of the objectives that were set for them. "Performance" refers to the results that an organization achieves over a given time frame in fulfilling its mandate (Kasmir, 2016). Employee performance is defined by Mangkunegara (2017) as the outcome, in terms of both quantity and quality, of an employee's work as a consequence of their obligations being carried out in line with those responsibilities.

Quality, initiative, punctuality, ability, and communication are the markers of employee performance that may be quantified, according to Bintoro and Daryanto (2017). Quality is the degree to which the outcomes of an organization's operations are flawless in comparison to predetermined benchmarks. When an employee shows initiative, it shows that they can work well on their own and come up with inventive solutions to problems without much supervision. Employee discipline in following work schedules and finishing jobs on time is evaluated by timeliness. Possessing the necessary knowledge and abilities to carry out obligations properly is what we mean when we talk about ability. Effective communication between employees, managers, and other stakeholders is crucial to the success of any business because it facilitates the attainment of set objectives.

2.2. Work Life Balance

Achieving work-life balance means that one can take care of one's professional and personal responsibilities without having either one consume one's life or cause excessive stress (Fisher, 2001). According to Hayman (2005), the phrase "work-life balance" refers to a state of harmony between an employee's personal and professional lives that extends beyond the realm of typical family conflicts. Weckstein (2013) defines "work-life balance" (Hikmah & Tama, 2023) in the context of professional growth as striking a balance between one's job aspirations and other aspects of life, including leisure, family, and spiritual activities.

Hayman (2005) emphasizes three key factors in his analysis of work-life balance. Enhancement, interference, and interference with personal life are the three ways in which work and personal life interact with one another. How well workers manage their job and personal responsibilities is reflected in the degree to which these three aspects are balanced.

2.3. Organizational Culture

A company's culture is its own set of values and norms that employees adhere to and that sets it apart from competitors (Robbins & Judge, 2012). Organizational culture, according to this definition, is what gives a company its unique personality and mission via its members' shared beliefs and practices. An organization's culture is its guiding principles, as stated by Fenawati et al. (2025). Work habits, communication patterns, decision-making processes, and standards of conduct that are deemed "normal" within the corporate setting are all examples of how these values and beliefs are expressed. When these values are understood and consistently practiced by all members, organizational culture becomes a guideline that directs employees' work attitudes so that work behavior becomes more aligned with organizational goals. Solahudin et al. (2024) define organizational culture as the shared characteristics, norms, assumptions, and practices that define an organization and its members. It serves as a set of standards for how members should act and how they should present themselves to the outside world. Robbins and Judge (2012) enumerated seven characteristics of an organization's culture: steadiness, assertiveness, creativity and risk-taking, meticulousness, focus on outcomes, individuals, and groups.

2.4. Previous Research

Numerous studies have shown that when workers are able to strike a good work-life balance, it has a favorable and substantial effect on their productivity. A person's productivity, concentration, resilience, and happiness are all positively correlated with how well they manage their personal and professional life. Researchers have shown how work-life balance affects employees' performance in partial testing Rahmansyah et al. (2023), Asti and Nasution (2025), and Kurniasari and Dewi (2023).

On the other hand, studies have shown that business culture greatly influences employee productivity for the better. Strong corporate cultures influence workers' dedication, self-control, and teamwork, which results in more reliable and effective work output. Employee productivity is positively impacted by company culture, according to study by Hardiansyah et al. (2025), Nuraeni et al. (2025), and Alisna and Fernos (2021).

On top of that, studies show that the effect on productivity is amplified when work-life balance and company culture are considered together. The perfect workplace, where employees are able to focus and accomplish their objectives, is the result of a harmonious blend of organizational culture and work-life balance. Both Anggara and Winarno (2020) and Irsyad et al. (2022) show that both elements have a positive effect simultaneously, although organizational culture usually has a bigger influence.

Following the explanation of the theoretical framework and the outcomes of prior investigations, the following study hypotheses are developed:

H1: At a Regional Public Company in Indramayu Regency, there is a suspicion that work-life balance (X_1) influences employee performance (Y).

H2: Employee output (Y) at a regional public company in Indramayu Regency may be affected by the company's culture (X_2).

H3: An Indramayu Regency-based regional public company's employee performance (Y) may be impacted by two factors at once: work-life balance (X_1) and organizational culture (X_2).

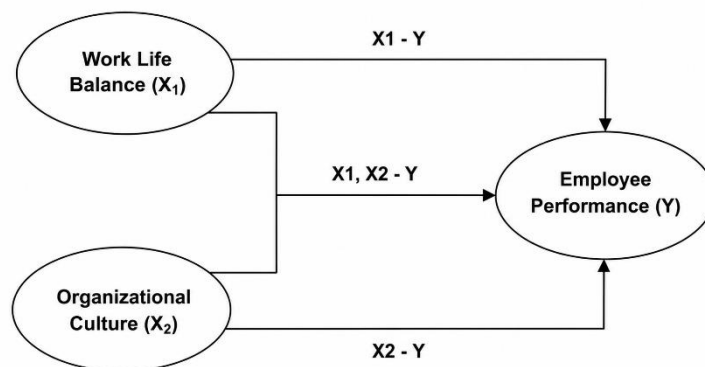


Figure 1. Research Hypotheses

3. Methods

3.1. Research Design

In this associative quantitative research, we look at how work-life balance (X_1), organization culture (X_2), and performance (Y) are related to one another. Sugiyono (2013) states that in order to evaluate hypotheses, quantitative research uses numerical data and statistical analysis. There have been a lot of associational research looking at how WLB and corporate culture affect productivity.

3.2. Population and Sample

A total of 147 employees, as reported by the human resources division of a regional public company in Indramayu, make up the population of this research. Stratified random sampling was used to choose participants for this investigation. An technique of sampling known as stratified random sampling is used when there is a proportional stratification of a population's members or elements (Sugiyono, 2013).

Based on the given population size of 147 workers, this study employs the Slovin formula to estimate the sample size (Sugiyono, 2013):

$$n = \frac{147}{1 + 147(0,05)^2}$$

$$n = \frac{147}{1 + 147(0,0025)}$$

$$n = \frac{147}{1,3675} = 107,5 \approx 108 \text{ employees}$$

Based on the calculation using the Slovin formula, the minimum sample size required is 108 employees from a population of 147 employees with a 5% error rate and a 95% confidence level.

3.3. Research Instrument

Each item on the questionnaire that participants filled out for this research was assessed using a Likert scale, where 1 signifies extremely strong disagreement and 5 means highly agreed with. Research variables X1, X2, and Y primarily concern questions of work-life balance, corporate culture, and performance, respectively. There are five potential answers to each question: STS, TS, C, S, and SS, which are scored from 1-5 for positive statements, while negative statements are scored in reverse to minimize the tendency bias of agreeing.

4. Results and Discussion

4.1. Research Result

4.1.1. Instrument Test

The data collected can only be a reflection of the real world if validity testing has shown that the statement items employed are suitable and relevant to the study variables' indicators. Because there were 108 participants in this study, we can calculate the degree of freedom as $df = n - 2$, which gives us $df = 108 - 2 = 106$. At the 0.05 level of significance, this result yields an r-table value of 0.1891.

Table 1. Validity Test Results

Variable	Item	R value	R table	Remark
Work Life Balance (X1)	X1.1	0,522	0,1891	Valid
	X1.2	0,513	0,1891	Valid
	X1.3	0,573	0,1891	Valid
	X1.4	0,500	0,1891	Valid
	X1.5	0,670	0,1891	Valid
	X1.6	0,496	0,1891	Valid
	X1.7	0,645	0,1891	Valid
	X1.8	0,629	0,1891	Valid
	X1.9	0,642	0,1891	Valid
	X1.10	0,563	0,1891	Valid
	X1.11	0,539	0,1891	Valid

	X1.12	0,646	0,1891	Valid
	X1.13	0,643	0,1891	Valid
	X1.14	0,559	0,1891	Valid
	X1.15	0,414	0,1891	Valid
Organizational Culture (X2)	X2.1	0,753	0,1891	Valid
	X2.2	0,771	0,1891	Valid
	X2.3	0,755	0,1891	Valid
	X2.4	0,736	0,1891	Valid
	X2.5	0,675	0,1891	Valid
	X2.6	0,714	0,1891	Valid
	X2.7	0,745	0,1891	Valid
	X2.8	0,774	0,1891	Valid
Employee Performance (Y)	Y1	0,792	0,1891	Valid
	Y2	0,841	0,1891	Valid
	Y3	0,704	0,1891	Valid
	Y4	0,792	0,1891	Valid
	Y5	0,746	0,1891	Valid

Source: Processed data, 2026

Each statement item had an r-value below 0.05 and a significance value below 0.1891, according to the validity test findings produced from the Pearson Correlation analysis. All of the statement items must be legitimate and suitable for investigation if this conclusion is to be drawn.

The questionnaire was found to reliably assess the research constructs within this study, according to the reliability test. One valuable reliability coefficient is Cronbach's Alpha, which shows how internally consistent items are inside a specific variable. This information is helpful for reliability testing. Variables that fulfill the requirement of having a Cronbach's Alpha value of 0.60 or above can proceed to the next step of examination, since this indicates that the instrument is dependable.

Table 2. Validity Test Results

Variable	Cronbach's Alpha	Explanation
Work Life Balance (X1)	0.850	Reliable
Organizational Culture (X2)	0.881	Reliable
Employee Performance (Y)	0.834	Reliable

Source: Processed data, 2026

Instruments for all variables are deemed reliable based on reliability test findings, which reveal that all variables have Cronbach's Alpha values larger than 0.60.

4.1.2. T-Test

Table 3. T-Test Results

		Coefficients ^a			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.302	2.042		.148	.883
	X1	.289	.025	.738	11.501	.000
	X2	.093	.044	.136	2.121	.036

a. Dependent Variable: Y

Source: Processed data, 2026

A 0.05 significance level, n-2 degrees of freedom (df), or 108-2 may be taken into account for a t-test inquiry of the effects of work-life balance and corporate culture on productivity. In these conditions, the t-table test result is 1.659. If the t-value is less than or equal to the t-table, then H1 must be accepted and the null hypothesis (H0) rejected. The opposite is likewise true when t-value exceeds t-table.

The findings show that the work-life balance (X1) variable has a t-value of 11.501 and a Sig. value of 0.000. We may reject H0 and accept Ha if the t-value is more than 1.659 and the p-value (Sig.) is less than 0.05. The capacity of employees to balance their personal and professional life has a significant impact on their performance (X1).

With a t-value of 2.121, the value of X2, which represents corporate culture, was reported as 0.036. With a significance threshold of $0.036 < 0.05$ and a t-value $> t\text{-table}$ of $2.121 > 1.659$, the alternative hypothesis (Ha) may be accepted and the null hypothesis (H0) rejected. A statistical analysis indicates that X2 (organization culture) and Y (work performance) are positively correlated.

4.1.3. F-Test

Table 4. F-Test Results

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	477.784	2	238.892	69.076	.000 ^b
	Residual	363.133	105	3.458		
	Total	840.917	107			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: Processed data, 2026

X1, work-life balance, and Y, organizational culture and employee performance, were tested using an F-test (simultaneous test) according to the following protocols. First, a Sig. value of 0.000 and an F-value of 69.076 are shown in the SPSS ANOVA table. After that, with a significance level of 0.05, 2 degrees of freedom in the numerator, and 105 degrees of freedom in the denominator ($df_2 = n - k - 1 = 108 - 2 - 4$), the F-table is computed. A result of 3.08 is obtained when the F-table is calculated using these values. The testing criteria state that the null hypothesis (H0) is rejected if the F-value is greater than the F-table and that the alternative hypothesis (H0) is allowed if the F-value is less than the F-table.

The F-test findings show that Ha is true and H0 is false; the F-value of 69.076 is greater than the F-table value of 3.08. Furthermore, the fact that the regression model's Sig. value is less than 0.05 ($0.000 < 0.05$) demonstrates statistical significance. Therefore, it is clear that X1 (work-life balance) and X2 (company culture) significantly impact Y (employee performance).

4.1.4. Coefficient of Determination (R2)

Table 5. Coefficient of Determination (R2) Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.754 ^a	.568	.560	1.860

a. Predictors: (Constant), X2, X1

Source: Processed data, 2026

As shown in Table 5, the model's outcomes indicate an Adjusted R-squared value of 0.560. When looking at the elements that affected employee performance, work-life balance (X1) and organizational culture (X2) made up 56% of the total, while other factors accounted for 44%. Employee Performance (Y) is a variable that can be reasonably explained by the regression model.

4.2. Discussion

4.2.1. The Influence of Work Life Balance (X1) on Employee Performance (Y) at a Regional Public Company

The results of the t-test, a kind of partial hypothesis test, show that there is a substantial relationship between work-life balance (X1) and employee performance (Y). A t-value of 16.501 vs a t-table value of 1.659 and a significance level of 0.000 versus 0.05 allow us to accept the alternative hypothesis while rejecting the null hypothesis. The 0.289 value of the regression coefficient (B) provides evidence for the favorable influence on work-life balance and employee performance.

A good Work Life Balance should help people split their time more evenly between work and their home life, which should have the desired effect of reducing stress, increasing attention, and stabilizing energy levels. This might encourage employees to work more without compromising quality, which would help the company achieve its objectives. A good work-life balance is an important factor in assisting individuals to perform better for their firm, according to this study.

With a t-value of 2.161 and a significant value of 0.037 (< 0.05), this study confirms the findings of Irsyad et al. (2022) about the impact of work-life balance on employee performance. According to Asti and Nasution (2025), who also found that work-life balance had a substantial impact on employee performance (T-statistic = 4.967, P-value = 0.000, < 0.05), the results are in agreement with the previous research. People are more resilient, focused, and productive when they can keep their job life and their personal life distinct. The importance of maintaining a good work-life balance for optimizing performance is emphasized by these findings.

4.2.2. The Influence of Organizational Culture (X2) on Employee Performance (Y) at a Regional Public Company

The researcher discovered a positive and statistically significant relationship between organizational culture (X2) and employee performance using a t-test, which is a partial hypothesis test. The 0.000 significance level (below 0.05), along with the t-value (2.121) and t-table (1.659) results, support this. With H_a accepted and H_0 rejected, it's reasonable to assume that company culture has a major impact on employee output.

These findings show that the established habits, values, and conventions of the company may motivate workers to perform at their best. An encouraging and supportive company culture may do wonders for morale, productivity, and the achievement of corporate objectives.

Alisna and Fernos (2021), commissioned by the West Sumatra Provincial Government's Regional Financial Agency, found similar outcomes to those of this study. Executive culture significantly affects worker productivity, according to their findings (t-value $>$ t-table 2.000; Sig. 0.001 $<$ 0.05). Nurueni et al. (2025) found that corporate culture, rather than emotional intelligence, was the most critical element impacting employee performance at the Satpol PP of Cirebon Regency. There is a robust and statistically significant correlation between company culture and productivity. Results showing this are backed up by a 0.000 significance level (less than 0.05) and a t-value of 12.120 (more than the t-table of 1.655).

These similar results strengthen the argument that a strong organizational culture, through the internalization of values, norms, and work behavior patterns, can encourage employees to work more disciplined, directed, and productive, thereby contributing to improved employee performance.

4.2.3. The Influence of Work Life Balance (X1) and Organizational Culture (X2) on Employee Performance (Y) at a Regional Public Company Simultaneously

The F-test findings show that when both organizational culture (X2) and work-life balance (X1) are run concurrently, they significantly affect employee performance (Y). It is possible to accept H_a and reject H_0 if the significance threshold is less than 0.05 and the predicted F value is greater than the F table value. We can learn more about the connection between work-life balance, company culture, and productivity since the data fit the regression model nicely.

Evidence that work-life balance and company culture are not independent indicators of enhanced employee performance has significant practical consequences. When a company encourages and helps its employees achieve a good work-life balance, it has a favorable effect on morale, concentration, and conduct on the job. Because of this, the firm's performance has been steadily improving. Therefore, in order to encourage staff members to achieve better levels of performance, businesses should give priority to activities that improve the balance between work and personal life and strengthen the culture of the firm.

On the basis of these results, it is acceptable to believe that when businesses are attempting to improve employee performance, they should simultaneously take into consideration both organizational and individual aspects. They are consistent with the findings of Anggara and Winarno (2020), who found a significant correlation between company culture and the work-life balance of workers at PT Bio Farma (Persero) (F value = 32.209; Sig. = 0.000). Furthermore, Irsyad et al. (2022) found that the business culture and the work-life balance significantly affected the performance of the employees (F = 11.110; Sig. = 0.000). Consistent with previous presentations, these results. Therefore, it is self-evident that a healthy work-life balance contributes to a pleasant working environment; nonetheless, the most effective way to increase productivity is to concentrate on enhancing the culture of the organization.

5. Conclusion

This study demonstrates that Work-Life Balance and Organizational Culture significantly influence Employee Performance in the Regional Public Company of Indramayu Regency. Work-Life Balance was found to be the stronger predictor of Employee Performance, as reflected by its substantially higher t-value (11.501) compared with Organizational Culture. These findings indicate that employees who are able to maintain a healthy balance between their professional and personal lives tend to achieve better work outcomes. At the same time, a positive Organizational Culture contributes to a productive, disciplined, and service-oriented work environment that supports employee performance.

Furthermore, the model explains 56.0% of the variation in Employee Performance (Adjusted $R^2 = 0.560$), suggesting that both variables play an important role in determining employee effectiveness. These findings highlight the need for management to strengthen work-life balance initiatives, employee welfare programs, and organizational values that promote professionalism and public service commitment. By implementing these strategies in

an integrated manner, Regional Public Companies can improve both employee performance and overall organizational effectiveness.

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