

The influence of work-life balance, work motivation, and work environment on employee performance at PT. CNS Trading Indonesia, with organizational commitment as a mediating variable



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ABSTRACT

This study investigates the impacts of Work-Life Balance, Work Motivation, and Work Environment on Employee Performance, examining Organizational Commitment as a mediating factor at PT. CNS Trading Indonesia. Utilizing an associative quantitative framework, data were collected through online questionnaires from 74 purposively selected respondents. Analysis was conducted using Multiple Linear Regression and the Sobel Test. Findings reveal that Work Environment directly, positively, and significantly influences Employee Performance, whereas Work-Life Balance, Work Motivation, and Organizational Commitment show no direct significant effects. Regarding Organizational Commitment, Work Motivation and Work Environment demonstrate positive significant influences, while Work-Life Balance shows no significant effect. Additionally, the Sobel Test confirms that Organizational Commitment fails to mediate any relationships between the independent variables and Employee Performance. Consequently, PT. CNS Trading Indonesia's management should focus on enhancing physical and non-physical work environments to directly boost performance.

Keywords: *Work-Life Balance; Work Motivation; Work Environment; Organizational Commitment; Employee Performance*



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INTRODUCTION

Human resources (HR) are a crucial strategic asset for business organizations in building and maintaining competitive advantage (Aqil 2020). This advantage depends heavily on the organization's ability to manage HR effectively, particularly regarding employee capacity to plan, manage, and make tangible contributions to achieving company goals. In the realm of human resource management, maintaining employee health and ability to work efficiently over long periods of time is a challenge in itself (Bataineh, 2019). Excessive and unlimited work hours have been clearly proven to negatively impact both the personal and social lives of workers. This phenomenon even leads to a decline in employee effectiveness and performance (Faisal, 2022). Therefore, employee performance is key to achieving organizational targets, encouraging companies to continuously motivate employees to deliver optimal contributions (Tamunomiebi and Oyibo, 2020).

Performance itself reflects the level of achievement of programs or policies in realizing the organization's vision, mission, and strategy. Comprehensively, Armstrong, (2009) states that performance is a work result closely related to the organization's strategic goals, job satisfaction, and economic contribution. This definition aligns with the views of Mendis and Weerakkody (2018), who define employee performance as the ability to carry out tasks in a focused manner to achieve common goals, and Prabu, (2002), who emphasizes performance as the quality and quantity of work achieved in accordance with assigned responsibilities.

Managing the balance between personal and professional life is now the main focus of human resource management in an effort to increase the effectiveness and quality of employee performance. Today's companies are faced with the crucial challenge of providing working conditions that support effective performance, without ignoring the boundaries between work demands and employees' personal lives. Failure by employees to balance these two domains can potentially trigger stress, burnout, and decreased motivation, ultimately harming overall performance. Work-life balance describes the extent to which employees are able to divide their time and energy fairly between the demands of their profession and their personal lives. Its management requires organizational control and support through appropriate procedures and actions (Wolor et al., 2020).

Various previous studies have proven that work-life balance has a positive and significant impact on improving employee performance, such as studies by Bataineh, (2019) on the pharmaceutical industry in Jordan and Wolor, (2020) on Millennials in Indonesia, and Destry and Ramdhani, (2021) in Bandung. However, these findings continue to show a research gap, with research by Nawawi., (2025), Husain, (2022), and Marsyanda, (2021) showing that work-life balance has no significant effect on employee performance.

Work-life balance, work motivation also play an important role in driving productivity and achieving professional work performance (Riyanto, 2021). Employees tend to show high dedication and enthusiasm in pursuing organizational targets if they are trusted to make decisions, given work freedom, and supported by a proportional environment and compensation. (Xin, 2022). The positive influence of motivation on employee performance is supported by the findings of Oktari and Suhardi, (2021), and Riyanto, (2021) in IT companies in Jakarta and Bandung. However, a research gap was again found in studies by Galih, (2025), Putri, (2025) and Yani and Hanafi, (2020), which concluded that work motivation does not have a significant impact on employee performance.

The next factor determining performance achievement is the work environment. A quality work environment has been shown to encourage increased employee performance within an organization (Nkrumah, 2021). A comfortable and conducive work environment will boost work enthusiasm, thus optimizing the achievement of company goals. The positive relationship between the work environment and employee performance was confirmed by Lankeshwara (2016) at Brandix Intimate Apparel Awissawella, Hafee, (2019) in Pakistan, Soetjipto and Supriyanto, (2020) at State Polytechnics in Indonesia. In contrast, Sulastris, (2020), Ma'rifat and Suraharta, (2024) actually produced contradictory findings, where work environment conditions were proven to have no significant impact on employee performance.

Furthermore, organizational commitment plays a crucial role as an antecedent that impacts employee performance. It is defined as the collective commitment of all personnel to the company's principles, guidelines, implementation, and future goals. Muis, (2018) define organizational commitment as the extent to which employees believe in, accept, and desire the organization's goals, and desire to remain with the organization. Complementarily, Prasetyo and Liana, (2025) explain Organizational commitment is defined as the psychological drive that unites an individual with their organization. This bond is formed through three main foundations: a sense of need, a moral obligation, and an employee's internal drive. Low organizational commitment has the potential to increase absenteeism and tardiness, as well as decrease loyalty and work quality. Ekawati, (2013) demonstrated that organizational commitment significantly influences performance, while Thufailah, (2025) shows that organizational commitment does not influence employee performance.

The primary focus of this study is PT. CNS Trading Indonesia, a logistics, trading, and distribution business entity in Jakarta. Therefore, the implications and findings are only applicable within the specific context of this research object.

This study aims to examine and analyze the direct influence of work-life balance, work motivation, and work environment on employee performance and organizational commitment at PT. CNS Trading Indonesia. Furthermore, this study also aims to analyze the role of organizational commitment in mediating the influence of these three variables on employee performance at the company.

Theoretically, the results of this study are expected to enrich the literature on human resource management and organizational behavior regarding the mediating role of organizational commitment. Practically, they contribute to management's thinking in formulating performance improvement strategies and serve as an academic reference for future researchers.

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESES

Employee Performance

Employee performance is the primary measure of an individual's effectiveness and contribution to an organization (Noviza, 2022) Influenced by the interaction of ability, motivation, and opportunity Robbins and Judge, in Abdillah, (2024), individual performance must align with the company's strategic goals, customer satisfaction, and economic growth (Armstrong, 2009) To expand on this comprehensively, Bernardin and Russell in Oley, (2017) divide it into six main dimensions: quality (accuracy and standards of work output), quantity (volume of output and targets), timeliness (efficiency of work duration), cost-effectiveness (optimization of resources), autonomy (ability to work without constant supervision), and interpersonal impact (communication and communication skills).

Work-Life Balance

Work-life balance describes an individual's ability to harmoniously balance professional demands with their personal life (Greenhaus and Allen 2011). Powell and Greenhaus, as cited in Dennira and Ekowati, (2020) stated that work-life balance reflects an individual's level of satisfaction and effectiveness in carrying out various life roles. Furthermore, Fisher, (2009) highlighted that work-life balance is not only measured by time allocation but also includes an individual's emotional engagement and overall satisfaction across various life domains.

Specifically, Fisher (2009) divided work-life balance into four interactive dimensions. This concept encompasses four main dimensions that influence the interaction between personal life and work. The Work Interference on Personal Life (WIPL) dimension assesses the extent to which work demands interfere with personal life through physical exhaustion and time constraints, while Personal Life Interference at Work (PLIW) measures the impact of personal problems on concentration and performance at work. Conversely, the other two dimensions demonstrate a positive influence: Personal Life Enhancement at Work (PLEW) describes how personal support and activities enhance work productivity, while Work Enhancement on Personal Life (WEPL) assesses how experiences, skills, and confidence from the workplace benefit employees' social and personal lives.

Work Motivation

Work motivation functions as an internal and external driver that directs employee energy and behavior toward achieving organizational goals (Fransiska and Tupti, 2020). Robbins and Judge, (2009) define motivation as a process that includes intensity (how hard someone works), direction (desired goals), and persistence (the duration of sustained effort).

The operational basis of work motivation relies heavily on Maslow's Hierarchy of Needs Theory, as outlined by Robbins and Judge, (2009). This motivation theory divides it into five levels. First, physical needs, which encompass basic needs such as salary, a decent standard of living, and rest time. Second, security, measured by job security, health insurance, and safety protection. Third, social needs, realized through a conducive work climate, teamwork, and smooth communication. Fourth, the need for esteem, demonstrated through recognition of achievement, clarity of position, and appreciation from superiors. Fifth, self-actualization, at the highest level, measured by opportunities to hone skills, channel full potential, and a clear career path.

Work Environment

The work environment encompasses the circumstances surrounding the work location, which determine the level of comfort, safety, and efficiency of employees' tasks (Putra, 2000). Sedarmayanti, as cited in Putri, (2023), this term refers to tools, materials, work methods, and facilities that impact individual performance.

According to Sedarmayanti, as cited in Widowati, (2022). distinguishes the work environment into two main parts. First, the physical work environment, namely actual conditions such as lighting levels, noise control, and completeness of facilities. Second, the non-physical work environment, which targets the mental and emotional aspects of employees through indicators of good working relationships with superiors and fellow workers.

Organizational Commitment

Organizational commitment reflects an employee's level of loyalty, psychological attachment, and desire to remain part of an organization (Meyer and Allen in Ayuni and Qurrotu, 2020). This aligns with the perspective of Robbins and Judge in Ayuni and Qurrotu, (2020), which defines commitment as a form of permanence in which employees align themselves with the organization's goals and strive to remain part of the company.

Meyer and Allen, in Yücel, (2012), divide organizational commitment into three main dimensions. First, affective commitment, which is an emotional attachment demonstrated through pride in the organization, active involvement in company activities, and emotional satisfaction with work. Second, continuance commitment, which is a commitment based on a rational consideration of the financial and non-financial losses of leaving the organization, as measured by consideration of risk, economic needs, and the investment of time and career that has been devoted. Third, normative commitment, which stems from a moral obligation to remain loyal, is demonstrated by a strong sense of moral responsibility, loyalty, and devotion to remaining within the company.

Research Framework

The flow of thought presented in Figure 1 explains the relationship between the independent variables (work-life balance, work motivation, and work environment) and the dependent variable (employee performance), mediated by organizational commitment. This framework serves as a basis for analyzing the extent to which these variables influence employee performance at PT. CNS Trading Indonesia.

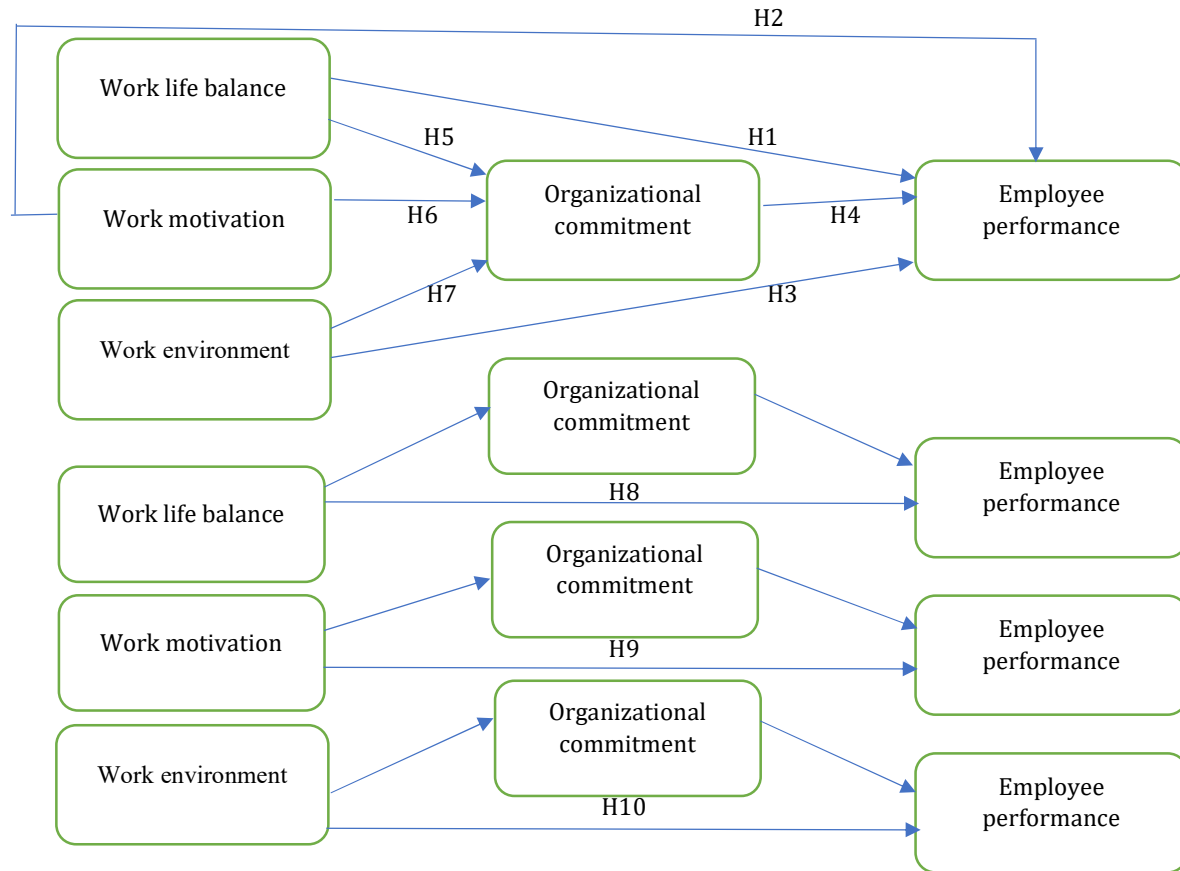


Figure 1
Research Model

Hypotheses

Based on a theoretical review and previous empirical findings, this study designs a framework that positions work-life balance, work motivation, and work environment as independent variables, and employee performance as the dependent variable, with organizational commitment as a mediating variable. This framework illustrates the suspected positive relationship between these constructs, which will be empirically tested at PT. CNS Trading Indonesia.

H1: Work-life balance has a positive and significant impact on employee performance PT. CNS Trading Indonesia.

H2: Work motivation has a positive and significant impact on employee performance PT. CNS Trading Indonesia.

H3: The work environment has a positive and significant impact on employee performance PT. CNS Trading Indonesia.

H4: Organizational commitment has a positive and significant impact on employee performance PT. CNS Trading Indonesia.

H5: Work-life balance has a positive and significant impact on organizational commitment PT. CNS Trading Indonesia.

H6: Work motivation has a positive and significant impact on organizational commitment PT. CNS Trading Indonesia.

H7: The work environment has a positive and significant impact on organizational commitment PT. CNS Trading Indonesia.

H8: Organizational commitment mediates the effect of work-life balance on employee performance PT. CNS Trading Indonesia.

H9: Organizational commitment mediates the effect of work motivation on employee performance PT. CNS Trading Indonesia.

H10: Organizational commitment mediates the effect of the work environment on employee performance PT. CNS Trading Indonesia.

METHOD

This study employed an explanatory quantitative method to examine the relationship between variables (Sugiyono, 2017). All employees of PT. CNS Trading Indonesia served as the study population. For sampling, the researcher employed a non-probability sampling technique with a purposive sampling approach, where the sample was selected based on specific considerations consistent with the study's focus (Sugiyono, 2017). Selected respondents were required to have worked for at least one year to ensure the data reflects their experience and in-depth understanding of the company's working conditions, (Ghozali, 2023). Data collection was conducted through an online questionnaire sent to selected respondents using a purposive sampling technique, following Sidik and Denok (2021) with the criteria of having worked for more than 1 year. Using the Lemeshow and Nashrullah (2023) formula, the required sample size was calculated at 96 respondents, rounded up to 100. Research data collection was carried out by distributing 102 questionnaires to respondents. Then, a screening stage was carried out using a purposive sampling method. There were 28 respondents' questionnaires that were declared not to meet the predetermined criteria. Therefore, the total sample considered valid and suitable for further analysis or data processing was 74 respondents.

This study utilizes primary data collected directly through a questionnaire. Variable measurements were conducted using a 5-point Likert scale, with a value range from 1 "Strongly Disagree" to 5 "Strongly Agree" (Sugiyono, 2017). There are five variables tested in this instrument, namely Work-Life Balance (X₁), Work Motivation (X₂), Work Environment (X₃), Organizational Commitment (Z), and Employee Performance (Y). The work-life balance variable is measured through the dimensions of work-personal conflict, personal-work conflict, work improvement from personal life, and personal life improvement from work (Fisher, 2009). The work motivation variable is based on Maslow's theory of needs (physiological, safety, social, esteem, and self-actualization) (Robbins & Judge, 2009). The work environment is measured through physical and non-physical dimensions (Sedarmayanti in Widowati, 2022). Organizational commitment is measured through affective, continuance, and normative dimensions (Meyer and Allen in Yücel, 2012). Overall, this research instrument consists of 59 statements.

Before proceeding to the data analysis stage, all questionnaire items were tested for their feasibility through validity and reliability tests. Validity testing employed the Pearson Product Moment correlation method using SPSS, with validity criteria indicated by a significance value below 0.05 (Ghozali, 2023). The instrument's internal consistency was then evaluated through reliability testing. A variable is considered reliable if its Cronbach's Alpha value is greater than 0.70 (Ghozali, 2023).

Data processing begins with descriptive analysis to map the demographic profile of respondents (from gender, age, educational background, to length of service) along

with the distribution of respondents' responses for each variable (Sugiyono, 2017). To see the effect of independent variables on the dependent variable, this study applies multiple linear regression analysis (Sarstedt and Liu, 2024). Assessment of model accuracy is measured through the coefficient of determination (Adjusted R²) to measure the proportion of variance in the dependent variable that can be explained by the independent variable (Ghozali, 2020). In addition, a model feasibility test (F test) is run to confirm the feasibility of the regression model at a significance level of 5% ($\alpha = 0.05$) (Ghozali, 2020).

Partial hypothesis testing utilizes the t-test to measure the impact of each independent variable on the dependent variable, where the hypothesis is accepted if the significance value is below 0.05 (Ghozali, 2020). Furthermore, the Sobel Test is used to evaluate the extent to which Organizational Commitment (Z) can act as a mediating variable between the independent variable (X) and the dependent variable (Y). By calculating the standard error of the indirect effect, the Sobel Test determines whether the mediating effect is statistically significant at the 0.05 level (Ghozali, 2020).

RESULTS AND DISCUSSION

Respondent Characteristics

The total number of respondents in this study was 102 people. From the gender category, 68 respondents were male (66.7%) and 34 respondents were female (33.3%). Based on age group, 50 respondents were under 25 years old (49%), 49 respondents were 25–45 years old (48%), and 3 respondents were over 45 years old (2.9%). Judging from their last education, 58 respondents were high school/vocational high school graduates (56.9%), 3 respondents were D3 (2.9%), 34 respondents were S1 (33.3%), and 7 respondents were S2 (6.9%). Finally, based on length of service, 28 respondents had less than 1 year of service, 56 respondents had 1–3 years of service, 54.9 respondents had more than 3 years of service, and 18 respondents had more than 3 years of service.

Overall, the respondent profile in this study was dominated by productive-aged men under 45 years old, with a high school/vocational school education or equivalent, and having a work experience of 1 to 3 years.

Validity Test

Validity testing serves to ensure the accuracy of each question in the questionnaire in representing the measured variable (Ghozali, 2023). This test applies the Pearson Product Moment method with the help of SPSS. Validity criteria are indicated by a significance value below 0.05 for each question item. The results of the validity testing can be seen in the following table.

Table 1
Validity Test Results

Variabel	Item	r-value	r tabel	Conclusion
Work Life Balance	X1.1	0,634	0,229	Valid
	X1.2	0,670	0,229	Valid
	X1.3	0,682	0,229	Valid
	X1.4	0,727	0,229	Valid
	X1.5	0,678	0,229	Valid
	X1.6	0,750	0,229	Valid
	X1.7	0,590	0,229	Valid
	X1.8	0,473	0,229	Valid
	X1.9	0,525	0,229	Valid

	X1.10	0,477	0,229	Valid
	X1.11	0,374	0,229	Valid
	X1.12	0,366	0,229	Valid
Work motivation	X2.1	0,456	0,229	Valid
	X2.2	0,455	0,229	Valid
	X2.3	0,556	0,229	Valid
	X2.4	0,647	0,229	Valid
	X2.5	0,628	0,229	Valid
	X2.6	0,649	0,229	Valid
	X2.7	0,622	0,229	Valid
	X2.8	0,713	0,229	Valid
	X2.9	0,650	0,229	Valid
	X2.10	0,676	0,229	Valid
	X2.11	0,770	0,229	Valid
	X2.12	0,748	0,229	Valid
	X2.13	0,676	0,229	Valid
	X2.14	0,777	0,229	Valid
	X2.15	0,717	0,229	Valid
Work Environment	X3.1	0,528	0,229	Valid
	X3.2	0,705	0,229	Valid
	X3.3	0,812	0,229	Valid
	X3.4	0,808	0,229	Valid
	X3.5	0,815	0,229	Valid
Employee Performance	Y1.1	0,744	0,229	Valid
	Y1.2	0,667	0,229	Valid
	Y1.3	0,658	0,229	Valid
	Y1.4	0,695	0,229	Valid
	Y1.5	0,714	0,229	Valid
	Y1.6	0,618	0,229	Valid
	Y1.7	0,677	0,229	Valid
	Y1.8	0,797	0,229	Valid
	Y1.9	0,706	0,229	Valid
	Y1.10	0,717	0,229	Valid
	Y1.11	0,602	0,229	Valid
	Y1.12	0,773	0,229	Valid
	Y1.13	0,549	0,229	Valid
	Y1.14	0,552	0,229	Valid
	Y1.15	0,590	0,229	Valid
	Y1.16	0,582	0,229	Valid
	Y1.17	0,644	0,229	Valid
	Y1.18	0,716	0,229	Valid
Organizational Commitment	Z1.1	0,663	0,229	Valid
	Z1.2	0,729	0,229	Valid
	Z1.3	0,770	0,229	Valid
	Z1.4	0,754	0,229	Valid
	Z1.5	0,726	0,229	Valid
	Z1.6	0,775	0,229	Valid
	Z1.7	0,738	0,229	Valid
	Z1.8	0,744	0,229	Valid
	Z1.9	0,797	0,229	Valid

Source: Data Analyzed, 2026

Based on the validity test results in Table 1, all statement items for the variables of work-life balance, work motivation, work environment, employee performance, and organizational commitment have a calculated r value greater than the table r (0.229). Thus, it can be concluded that all statement items in this study are valid.

Reliability Test

Reliability testing serves to evaluate the reliability and consistency of the questionnaire in measuring research variables. The reliability criteria for this instrument are met if the Cronbach's alpha value is above 0.7, (Ghozali, 2023). The results of the reliability test can be seen in the following table.

Table 2
Reliability Test Results

Variabel	Cronbach's Alpha	Alpha Standard	Conclusion
Work life balance	0,826	0,70	Reliabel
Work motivation	0,758	0,70	Reliabel
Work environment	0,791	0,70	Reliabel
Employee performance	0,926	0,70	Reliabel
Organizational commitment	0,897	0,70	Reliabel

Source: Data Analyzed, 2026

Table 2 shows that the Cronbach's Alpha value for the work-life balance variable is 0.826. The work motivation variable shows a Cronbach's Alpha value of 0.758 with the work environment variable having a Cronbach's Alpha value of 0.791, the Cronbach's Alpha on the employee performance variable being 0.926, and the organizational commitment variable obtaining a Cronbach's Alpha value of 0.897. The Cronbach's Alpha value of the five variables is significantly above the Alpha Standard of 0.70. It can be concluded that all statement items in this questionnaire are declared reliable.

Multiple Linear Regression Analysis

According to Hair et al in Sarstedt and Liu, (2024), multiple linear regression is an analysis method used in research involving one dependent variable on a metric scale (interval or ratio) and two or more independent variables that are also on a metric scale. The results of the Multiple Linear Regression Equation can be seen in the following table.

Table 3
Multiple Linear Regression Equation

Model	Independent variables	Anova		Adjusted R2	Standardized Coenfficienst		Conclusion
		f	sig		beta	sig	
Model 1: The influence of work-life balance, work motivation, work environment, and organizational commitment on employee performance	Work-life balance	27.416	0.001	0.591	0.079	0.332	Hypothesis 1 is rejected
	Work motivation				0.293	0.077	Hypothesis 2 is rejected
	Work environment				0.429	0.011	Hypothesis 3 is accepted
	Organizational commitment				0.59	0.682	Hypothesis 4 is rejected
KK = +0,111KKK + 0,361MK + 1,465LK + 0,092KO							
Model	Independent variables	Anova		Adjusted R2	Standardized Coenfficienst		Conclusion
		f	sig		beta	sig	
Model 1: The influence of	Work-life balance	61.976	0.001	0.715	-0.005	0.939	Hypothesis 5 is rejected

work-life balance, work motivation, and work environment on organizational commitment	Work motivation	0.432	0.001	Hypothesis 6 is accepted
	Work environment	0.452	0.001	Hypothesis 7 is accepted
$KO = -0,005KKK + 0,339MK + 0,984LK$				

Source: Data Analyzed, 2026

Based on the results of multiple linear regression testing, Model 1 shows that all independent variables simultaneously have a significant effect on employee performance ($F=27.416$; $p=0.001$) with an influence contribution of 59.1% (Adjusted $R^2=0.591$), where partially only the work environment variable is proven to have a positive and significant effect ($\beta=0.429$; $p=0.011$), while work-life balance, work motivation, and organizational commitment do not have a significant effect so that Hypothesis 3 is accepted and Hypotheses 1, 2, and 4 are rejected.

Meanwhile, in Model 2, the three independent variables simultaneously proved to have a significant effect on organizational commitment ($F=61.976$; $p=0.001$) with an explanatory power of 71.5% (Adjusted $R^2=0.715$), where partially the work motivation variables ($\beta=0.432$; $p=0.001$) and work environment ($\beta=0.452$; $p=0.001$) had a positive and significant effect so that Hypotheses 6 and 7 were accepted, while work-life balance did not show a significant effect so that Hypothesis 5 was rejected.

Coefficient of Determination Test

The function of the coefficient of determination is to assess the extent of influence/contribution of one variable to changes in another variable. The coefficient of determination has a value between 0 and 1 (Ghozali, 2020). The results of the coefficient of determination test for equation 1 can be seen in the following table.

Table 4
Coefficient of Determination Test Equation 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.783 ^a	.614	.591	6.78879

a. Predictors: (Constant), Organizational Commitment, Work-Life Balance, Work Motivation and Work Environment

Source: Data Analyzed, 2026

The results of the regression analysis show a correlation (R) of 0.783, indicating a strong positive relationship between Organizational Commitment, Work-Life Balance, Work Motivation, and Work Environment on Employee Performance. The R^2 value of 0.614 indicates that the four variables together influence Employee Performance by 61.4%, while the remaining 38.7% is influenced by other factors outside the model. In addition, this model has an Adjusted R^2 of 0.591 and a Std. Error of the Estimate of 6.78879.

The results of the coefficient of determination test for equation 2 can be seen in the following table.

Table 5
Coefficient of Determination Test Equation 2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.783 ^a	.614	.591	6.78879

a. Predictors: (Constant), Organizational Commitment, Work-Life Balance, Work Motivation and Work Environment

b. Dependent Variable: Organizational Commitment
 Source: Data Analyzed, 2026

The results of the Model Summary analysis show a correlation value (R) of 0.852, which indicates a positive and very strong relationship between Work Environment, Work-Life Balance, and Work Motivation on Organizational Commitment simultaneously. The R² value of 0.726 indicates that the three independent variables are able to explain 72.6% of the variation in Organizational Commitment, while the remaining 27.4% is influenced by other factors outside the model. In addition, this model has an Adjusted R² of 0.715 and a Std. Error of the Estimate of 3.61236 which indicates a good level of prediction accuracy.

Goodness of Fit Test

The F test is applied to identify whether the independent variables jointly influence the dependent variable (Ghozali, 2020). The results of the goodness of fit test for equation 1 can be seen in the following table.

Table 6
Goodness of Fit Test Equation 1

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5054.234	4	1263.559	27.416	<.001 ^b
	Residual	3180.050	69	46.088		
	Total	8234.284	73			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Organizational Commitment, Work-Life Balance, Work Motivation and Work Environment

Source: Data Analyzed, 2026

The test showed an F value of 27.416 with a significance level of 0.000 ($p < 0.05$). This proves that the regression model is feasible and that the variables Organizational Commitment, Work-Life Balance, Work Motivation, and Work Environment simultaneously have a significant effect on Employee Performance.

The results of the goodness of fit test for equation 2 can be seen in the following table.

Table 7
Goodness of Fit Test Equation 2

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2426.182	3	808.727	61.976	<.001 ^b
	Residual	913.440	70	13.049		
	Total	3339.622	73			

a. Dependent Variable: Organizational Commitment,

b. Predictors: (Constant), Work-Life Balance, Work Motivation and Work Environment

Source: Data Analyzed, 2026

The ANOVA test results show a calculated F value of 61.976 with a significance level of 0.000 ($p < 0.05$). This proves that the linear regression model is suitable for use. Simultaneously, the variables of Work Environment, Work-Life Balance, and Work Motivation have a significant effect on Organizational Commitment.

Hypothesis Testing Using t-Test

Hypothesis testing using significance testing aims to partially determine the influence of independent variables on dependent variables. According to Ghozali, (2020). If the Sig value < 0.05 indicates a significant influence between the variables being tested, so the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. And vice versa. The results of the t-test for equation 1 can be seen in the following table.

Table 8
t – Test Results Equation 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14.164	6455		2.194	.032
Work life balance	.111	.114	.079	.978	.332
Work motivation	.361	.201	.293	1794	.077
Work environment	1.465	.560	.429	2.617	.011
Organizational commitment	.092	.225	.059	.411	.682

a. Dependent Variable: Employee performance

Source: Data Analyzed, 2026

Work-Life Balance: Yielded a t-value of -0.978 with a significance level of 0.332 > 0.05 . This variable did not have a significant partial effect on Employee Performance.

Work Motivation: Yielded a t-value of 1.794 with a significance level of 0.077 > 0.05 . This variable did not have a significant partial effect on Employee Performance at the 95% confidence level.

Work Environment: Yielded a t-value of 2.617 with a significance level of 0.011 < 0.05 . This variable had a positive and significant partial effect on Employee Performance.

Organizational Commitment: Yielded a t-value of 0.411 with a significance level of 0.682 > 0.05 . This variable did not have a significant partial effect on Employee Performance.

The results of the t-test for equation 2 can be seen in the following table.

Table 9
t – Test Results Equation 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-5.589	3.369		-1.659	.102
Work life balance	-.005	.061	-.005	-.077	.939
Work motivation	.339	.099	.432	3.416	.001
Work environment	.984	.274	.452	3.594	<.001

a. Dependent Variable: Organizational commitment

Source: Data Analyzed, 2026

Work-Life Balance: A calculated t-value of -0.077 with a significance level of 0.939 > 0.05 , indicating no partial significant effect on Organizational Commitment.

Work Motivation: A calculated t-value of 3.4.16 with a significance level of 0.001 < 0.05 and a positive coefficient (B), indicating a positive and partial significant effect on Organizational Commitment.

Work Environment: A calculated t-value of 3.594 with a significance level of 0.000 < 0.05 and a positive coefficient (B), indicating a positive and partial significant effect on Organizational Commitment.

Mediation Test

In this study, the mediation test aims to identify a variable that can mediate the relationship between the independent variable and the dependent variable, as explained Ghozali, (2018). The results of the mediation test between work-life balance and organizational commitment can be seen in the following figure.

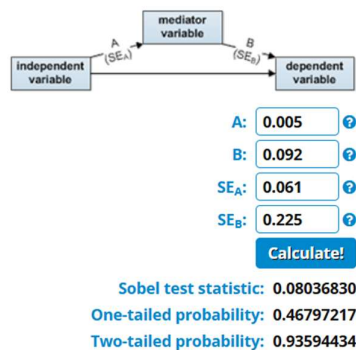


Figure 2
Sobel Test of Work-Life Balance and Organizational Commitment

The Sobel test results show a statistic of 0.08036830 with a two-tailed significance of 0.93594434 ($p > 0.05$). Since the probability value exceeds the 5% significance level, it can be concluded that the indirect effect of the independent variable on the dependent variable through the mediator variable is insignificant. Thus, the mediation hypothesis is rejected.

The results of the mediation test between work motivation and organizational commitment can be seen in the following figure.

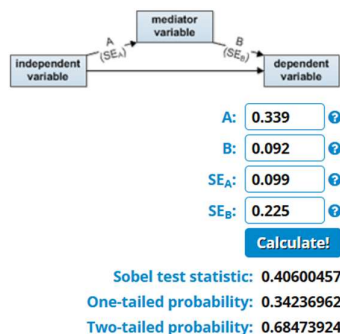


Figure 3
Sobel Test of Work Motivation and Organizational Commitment

The Sobel test results show a statistical value of 0.40600457 with a two-tailed probability of 0.68473924 ($p > 0.05$). Because the significance value exceeds the 5% limit, the indirect effect of the independent variable on the dependent variable through the mediator variable is declared statistically insignificant. Thus, the mediation hypothesis is rejected.

The results of the mediation test between the work environment and organizational commitment can be seen in the following figure.

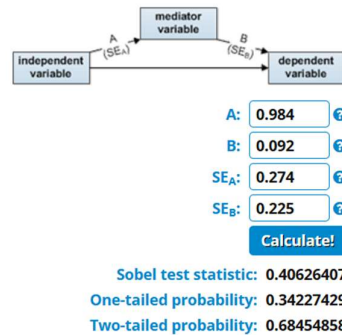


Figure 4
Sobel Test of Work Environment and Organizational Commitment

The Sobel test results yielded a statistical value of 0.40626407 with a two-tailed significance of 0.68454858 ($p > 0.05$). Since the p value > 0.05 , the indirect effect of the independent variable on the dependent variable through the mediator variable is declared statistically insignificant. Thus, the mediation hypothesis is rejected.

The Effect of Work-Life Balance on Employee Performance

Based on the multiple linear regression test (Equation 2), the Work-Life Balance variable obtained a t -value of 0.978 with a significance of 0.332 (> 0.05), so the hypothesis that states that work-life balance has an effect on employee performance is rejected. This shows that empirically, the balance of personal and work life does not contribute directly and significantly to the quantity or quality of work results of PT Perdagangan CNS Indonesia employees, because their daily performance is more determined by technical operational factors and direct work environment conditions.

This finding is also supported by previous research conducted by Husain (2022) the results of the study indicate that work-life balance has no significant effect on performance.

The Effect of Work Motivation on Employee Performance

Based on the regression results in Equation 2, the Work Motivation variable obtained a t -value of 1.794 and a significance level of 0.077 (greater than 0.05). Therefore, it is concluded that Work Motivation does not have a partial significant effect on Employee Performance at PT. CNS Trading Indonesia. This result proves that high work enthusiasm and motivation do not automatically boost performance achievements. External aspects such as the completeness of supporting facilities, certainty of SOPs, and the comfort of the physical work environment actually play a more dominant role in driving real work productivity.

This is also supported by previous research conducted by Dewati (2026). which shows that work motivation does not have a significant impact on employee performance.

The Influence of Work Environment on Employee Performance

The results of the t-test (Equation 2) show that the Work Environment variable has a t-value of 2.617 with a significance of 0.011 (<0.05), so the hypothesis is accepted and proven to have a positive and significant effect on the performance of PT Perdagangan CNS Indonesia employees. This indicates that the more conducive the work environment both physical aspects such as lighting and room comfort, and non-physical aspects such as relationships between employees the more employee performance will increase, making it a key predictor variable in supporting smooth operations.

These results align with previous research by Sofiatun and Mansyur (2021), and Santoso and Rijanti, (2022) which demonstrated a positive and significant influence of the work environment on employee performance.

The Effect of Organizational Commitment on Employee Performance

The results of the partial regression test in Equation 2 produced a t-value of the Organizational Commitment variable of 0.411 and a significance value of 0.682 (greater than 0.05). Thus, it is concluded that Organizational Commitment does not have a direct significant impact on Employee Performance at PT. CNS Trading Indonesia. This finding explains that the level of loyalty and sense of employee engagement is not directly proportional to their daily work efficiency, because high commitment does not automatically result in optimal performance without the support of individual skills, clear workflows, and adequate work environment facilities.

This finding is also supported by previous research conducted by Wafi (2023) The results of the hypothesis testing show that organizational commitment does not have a significant effect on employee performance, and therefore, organizational commitment is not a variable that influences employee performance.

The Effect of Work-Life Balance on Employee Organizational Commitment

Based on the regression results in Equation 1, the Work-Life Balance variable recorded a coefficient value of -0.005, t-count of -0.077, and a significance of 0.939 (greater than 0.05). This proves that Work-Life Balance does not have a significant impact on the Organizational Commitment of staff at PT. CNS Trading Indonesia. The magnitude of the coefficient approaching zero indicates that the division of personal time and office tasks is not the main driver of employee commitment, but rather there are other internal aspects of the company that play a greater role.

This finding is in line with a study by Maknunah, (2025) which also shows that work-life balance does not have a significant influence on organizational commitment.

The Effect of Work Motivation on Employee Organizational Commitment

Referring to the statistical test results in Equation 1, the Work Motivation variable recorded a regression coefficient of 0.339 with a t-count of 3.416 and a significance of 0.001 (less than 0.05). This proves that the hypothesis is accepted, where work motivation has a positive and significant impact on Organizational Commitment. The direction of this positive relationship indicates that increased work motivation (both intrinsic and extrinsic) is directly proportional to the strengthening of employees' sense

of attachment and responsibility to support the achievement of company goals and sustainability.

These results are in line with previous research by Thufail and Umiyati, (2023) which proved that work motivation has a significant influence on organizational commitment.

The Influence of the Work Environment on Employee Organizational Commitment

The results of the regression test (Equation 1) show that the Work Environment variable has a regression coefficient of 0.984, a t-count of 3.594, and a significance of 0.000 (<0.05), so the hypothesis is accepted and proven to have a positive and significant effect on Organizational Commitment. The high regression coefficient (0.984) makes it the strongest predictor in forming employee commitment at PT. CNS Trading Indonesia, where adequate facilities and harmonious working relationships are proven to be able to foster a sense of belonging, a sense of security, and a strong emotional bond with the company.

This result is in line with previous research by Ghania and Suryani, (2024). which proved that the work environment has a positive and significant impact on organizational commitment.

The Effect of Work-Life Balance on Employee Performance is Mediated by Organizational Commitment

Based on the Sobel test regarding the mediating role of Organizational Commitment in the relationship between Work-Life Balance and Employee Performance, a statistical calculation value of 0.08036830 was obtained and a significance value of 0.93594434 (greater than 0.05). This significance value above the threshold of 0.05 causes the hypothesis to be rejected, thus confirming that Organizational Commitment is unable to act as a mediating variable fully or partially. This indicates that work-life balance does not have an impact on employee performance, either directly or indirectly through organizational commitment.

This is supported by previous research conducted by Putri and Hadi, (2024). Based on the research findings, it is proven that organizational commitment fails to act as a mediating variable in the relationship between work-life balance and employee performance.

The Effect of Work Motivation on Employee Performance is Mediated by Organizational Commitment

The Sobel test results produced a statistical value of 0.40600457 with a significance of 0.68473924 (> 0.05), so the hypothesis was rejected and it was concluded that Organizational Commitment did not mediate the effect of Work Motivation on Employee Performance at PT. CNS Trading Indonesia. Although work motivation has a direct effect on organizational commitment, this commitment does not continue significantly in encouraging increased employee performance.

This finding is in line with research by Frastika and Franksiska (2021). which proved that Organizational Commitment failed to mediate the impact of work motivation on employee performance.

The Influence of the Work Environment on Employee Performance is Mediated by Organizational Commitment

The Sobel test results yielded a statistical value of 0.40626407 with a significance level of 0.68454858 (>0.05). This proves that Organizational Commitment does not significantly mediate the influence of the Work Environment on Employee Performance at PT. CNS Trading Indonesia. This finding confirms that the influence of the work environment on employee performance is direct, without requiring an intermediary mechanism from organizational commitment.

This result is in line with previous research by Yansen and Lidiawan (2025). which proved that organizational commitment failed to act as a mediating variable in the relationship between leadership and work environment with employee performance.

CONCLUSION AND SUGGESTION

Findings from employees at PT. CNS Trading Indonesia confirm that the work environment is the only factor with a direct, positive, and significant impact on performance and organizational commitment, while also being a key driver of daily productivity. Meanwhile, organizational commitment was not shown to mediate the influence of other variables on employee performance.

Therefore, the management of PT. CNS Trading Indonesia is advised to prioritize improving the quality of the work environment and setting regular working hours, as well as aligning motivation and incentive programs so that employee emotional bonds can contribute to key performance indicators.

As for future researchers it is recommended to expand the research model by exploring other variables such as leadership style or compensation and incorporating a qualitative approach.

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