

The Influence of Job Satisfaction and Work-Family Balance on Employee Performance

Rhima Sugi Prabandari^{1*}, Gesti Purnama Sari¹, Edy Raharja¹

¹ Universitas Diponegoro, Semarang, Indonesia
rhimasugi@gmail.com

Abstract

Employee performance is a crucial factor in determining the success of an organization. Optimal performance contributes to increased productivity, efficiency, and the company's competitiveness. Therefore, it is important for companies to understand the factors that can influence employee performance, such as job satisfaction and work-family balance. This study aims to analyze the influence of job satisfaction and work-family balance on employee performance. Employee performance is a crucial element in achieving organizational goals and is influenced by various psychological and social factors. Job satisfaction fosters comfort, loyalty, and motivation at work, while work-family balance helps employees maintain harmony between professional responsibilities and personal life, contributing to emotional stability and productivity. This research uses a quantitative approach with survey methods and regression analysis to examine the relationship between variables. The results show that job satisfaction and work-family balance have a positive and significant effect on employee performance. These findings highlight the importance of organizational attention to employee well-being and personal life as part of efforts to enhance overall performance.

Keywords

Employee Performance, Job Satisfaction, Work-Family Balance, Organizational Attention.

1. Introduction

The success of any organization, from public institutions to private businesses, heavily depends on how effectively its employees perform. Optimal performance drives productivity, efficiency, and organizational competitiveness. Motivation and psychological well-being are internal aspects that impact performance, as well as external factors such as the work environment and reward systems. According to Robbins & Judge (2019), employee performance can be measured through productivity, work quality, discipline, and the ability to collaborate in a team. Previous research indicates that effective leadership (Bass, 1990), a strong organizational culture (Schein, 2004), and a conducive work environment can enhance employee performance. Employee performance serves as the foundation of a company; paying attention to what helps employees perform better is crucial for companies in order to support company growth and development (Deogaonkar & Nanoty, 2023). According to Qalati et al. (2022), how well employees perform shows a company's ongoing capacity to not just survive but flourish within a constantly evolving and highly competitive industry. Failure to maintain employee performance will harm both the employing organization and the employees. The higher an employee's performance, the greater the contribution to the company, making it a significant concern for HR managers to create a positive work environment so that employees are more productive, motivated, creative, and innovative in order to have a greater impact on reaching the company's objectives. Therefore, organizations are required to create a work environment that not only provides structural support but also considers the psychosocial aspects of employees.

Efforts to improve employee performance are now focusing on work-family balance, the point where work demands and family responsibilities are in harmony. Work-family balance has been proven to impact job satisfaction, loyalty, and employee contributions within the organization (Lawrence & Phillips, 2019). When employees are able to balance both aspects of their lives, they tend to be more motivated, productive, and have a greater intention to stay with the organization (Popoola & Fagbola, 2023). This is reinforced by previous research stating that work-family balance positively influences employee performance, especially for married employees with children (Grzywacz & Carlson, 2007; Omran, 2016; Popoola & Fagbola, 2023). Employees who find a good harmony between their job and personal lives tend to be more dedicated to the company. Consequently, employees who feel capable of managing both aspects of their lives well tend to be more motivated to contribute more effectively, participate more actively in the company, and have a greater desire to remain with the company. Moreover, a key factor in enhancing employee performance is their level of job satisfaction. Job satisfaction reflects the extent to which an employee's expectations of their job can be met, both in terms of the work environment, relationships with colleagues, and recognition from superiors (Popoola & Fagbola, 2023).

According to Gamlath & Kaluarachchi (2014), job satisfaction indicates the spectrum of an employee's feelings, ranging from positive to negative, regarding their job and the extent to which their expectations regarding their job are met. Factors such as relationships with colleagues, workplace conditions, recognition of achievements by superiors, and well-maintained work-life balance can contribute to higher levels of satisfaction in an employee's job (Yue et al., 2022). Previous studies have proven that job satisfaction positively contributes to increased performance, organizational loyalty, and reduced absenteeism (Dalkrani & Dimitriadis, 2018; Gholizade et al., 2014; Yue et al., 2022). This implies that when employees are satisfied with their jobs, they tend to have a higher level of performance towards the company they work for.

The phenomenon driving this research occurred at PT Citacontrac, a labor and technical construction service provider that collaborates with PT PLN Unit Induk Distribusi Jawa Tengah and D. I. Yogyakarta. The company experienced a decline in employee performance, evident in the failure to achieve the Service Level Agreement (SLA) in several months of 2024. The SLA did not reach the 100% target in January, February, July, August, and September. The sharpest declines occurred in July and August, where achievement was only 94% and 92%, and technical realization only reached 76.20% (Internal Data of PT PLN UP3 Tegal, 2024).

This problem arose after a change in the work scheme from a contract system to a volume-based system, which requires payment based on the volume of work, not the number of workers. Due to the failure to achieve the target volume, employee income was cut. This triggered employee demonstrations at the PLN UP3 Tegal office because their income did not meet the regional minimum wage (UMK), and there was a mismatch between income expectations and realization due to a lack of communication from the service provider's management (PT Citacontrac, 2024).

Factors such as a lack of job satisfaction and difficulties in maintaining work-life balance are thought to contribute to the decrease in employee performance. This reinforces the importance of examining the connection between employees' contentment with their work and their ability to balance professional and personal responsibilities and how this impacts their job performance, especially in the context of outsourcing companies that implement a volume-based work system.

Previous research has also shown inconsistent results whether work-family balance and job satisfaction truly influence performance. For example, Irfan et al. (2024) and Sthapit (2021) stated a significant positive influence, while Medina et al. (2019) found no significant influence. This inconsistency in results indicates a research gap that is worth further investigation. Given the importance of job satisfaction and work-life balance, this study seeks to understand how these factors affect the performance of employees at PT Citacontrac. The ultimate goals are to advance our understanding of human resource management and to offer practical, employee-centric recommendations for boosting performance by prioritizing well-being.

2. Literature Review

In this research, organizational behaviour theory is used to explain employee performance, work family balance, and job satisfaction. Organizational behaviour is a field of study. It examines how individuals, groups, and organizational structures influence human behaviour in organizations. The main objective of this field is to apply this understanding to increase organizational effectiveness (Robbins & Judge, 2008). Furthermore, this study covers human behaviour both on an individual level and as part of groups within organizations. It also explores how humans and organizations mutually impact one another.

Studying how individuals, groups, and organizational structure affect behavior is the core of organizational behavior. This field aims to use these insights to enhance organizational effectiveness (Robbins & Judge, 2015). Organizational behavior theory plays a crucial role in explaining how individuals and groups behave within a work environment, and how this behavior impacts organizational performance. In this context, employee performance is not only viewed from the quantitative results of work but also from how individuals effectively and efficiently carry out their roles within the organization. Organizational behavior examines various psychological and social aspects that influence employee behavior, including motivation, job satisfaction, interpersonal relationships, communication, and work-family balance.

Job satisfaction, a fundamental construct in organizational behavior, denotes the degree to which an employee experiences positive affect in relation to their work. It represents the extent to which an individual's job fulfills their anticipated requirements and personal needs, both in terms of relationships with colleagues, recognition from superiors, comfortable working conditions, and reward systems. Satisfied employees are typically more loyal, motivated, and perform at a higher level. Conversely, job dissatisfaction often triggers conflicts, absenteeism, and decreased productivity. In organizational behavior studies, feeling satisfied in one's job is a major factor that is linked to better employee output (Popoola & Fagbola, 2023; Yue et al., 2022).

Moreover, the field of organizational behavior underscores the value of what's known as work-family balance, the harmonious integration of work and personal life. In a demanding modern work environment, employees often experience pressure to fulfill professional and personal responsibilities simultaneously. Imbalance between these two aspects can lead to stress, fatigue, and role conflict, which ultimately reduces morale and work productivity. Work-family balance in the perspective of organizational behavior is understood as an ideal condition where individuals are capable of successfully integrating their work and family obligations. When this balance is achieved, employees feel happier, psychological well-being is enhanced, and easier to focus on their responsibilities. As a result, employee performance also

experiences a significant increase (Grzywacz & Carlson, 2007; Lawrence & Phillips, 2019; Popoola & Fagbola, 2023).

The emotional experience of an employee concerning their work, which can be either favorable or unfavorable, is known as job satisfaction (Handoko & Tjiptono, 1996). According to Chouhan (2023), the success of an employee's work can be evaluated through both financial metrics and non-financial contributions, that is directly related to the performance and success of a company. According to research by Dalimunthe et al. (2024), a strong correlation exists between how fulfilled employees are in their roles and their work output. Employees who experience job satisfaction generally exhibit a favorable disposition, enhance their efficiency, and play a greater role in realizing organizational targets. Job satisfaction creates a significant difference in employee performance, as evidenced by the fact that increased job satisfaction is expected to result in enhanced employee performance in their roles and tasks (Nadhilah et al., 2024). The research results of Dalimunthe et al. (2024), Putra & Kurniawati (2024), Nadhilah et al. (2024), Muhajiroh & Noermijati (2024), and Jabid et al. (2023) identify job satisfaction and employee performance are positively related, where greater satisfaction corresponds to better performance.

H1: Job satisfaction has a positive and significant effect on employee performance.

Work-family balance is an individual's ability to experience a balanced involvement in both family and work roles (Clark, 2000). According to Chouhan (2023), employee performance shows what work has been accomplished, whether in financial or non-financial terms, that is directly related to the performance and success of a company. According to research conducted by Irfan et al. (2024), when employees have control over both aspects of their lives, they tend to be more productive and have better performance. Good work-family balance in the workplace can reduce stress and fatigue, which allows employees to have better mental health. When employees experience less stress, they tend to perform better, have higher levels of productivity, and better relationships with colleagues (Popoola & Fagbola, 2023). According to research conducted by Sthapit (2021), the importance of the organization's role in supporting work-family balance by providing flexible policies and programs will improve employee performance. The findings of Irfan et al. (2024); Paudel and Sthapit (2021); Popoola and Fagbola (2023); Sthapit (2021); Zhao et al. (2024) identify a strong work-family balance is linked to higher employee performance. When individuals feel they are successfully managing both aspects of their lives, their engagement and commitment to their work increase, leading to improved performance.

H2: Work-family balance has a positive and significant effect on employee performance.

Work-life balance and job satisfaction are interconnected in a way that strengthens their positive influence on how well employees perform (Agarwal & Bhakuni, 2024). Employees who achieve a good work-life balance often experience a greater sense of calm, more focused, and less burdened by role conflicts. This condition creates a sense of comfort and emotional stability, which impacts increased satisfaction with their jobs. Job satisfaction itself reflects employees' positive feelings towards different parts of their job, like the workplace, relationships with superiors, and reward systems (Winata, 2022). If employees feel satisfied, they will be more motivated, loyal, and show commitment in carrying out their duties. When work-family balance is achieved and job satisfaction is high, employees are better able to work optimally. They tend to be more productive, produce better quality work, and aim to contribute to the organization's success (Perengki et al., 2022). Conversely, if one or both of these aspects are disrupted, performance can decline due to the emergence of stress, demotivation, and conflicts that hinder work effectiveness. Therefore, a positive combination of work-family balance and job satisfaction is key to building high employee performance (Syarif & Hasan, 2025).

H3: Job satisfaction and work-family balance simultaneously have a positive and significant effect on employee performance.

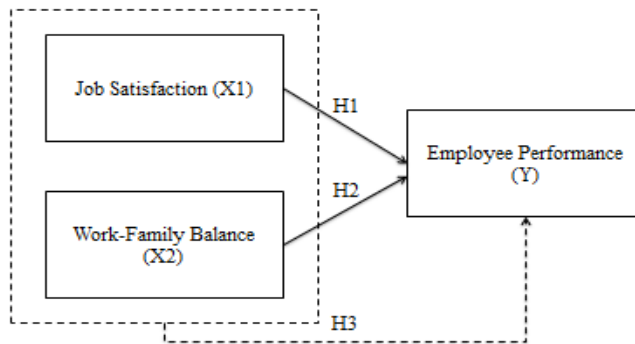


Figure 1: Research Framework

3. Methods

Utilizing an explanatory research design, this study seeks to determine the causal links between two or more variables. This research involved analyzing how work-life balance and job satisfaction directly affect how well employees perform. This investigation follows a quantitative design by processing numerical data obtained from the results of respondents' answers. The independent variables are work-family balance and job satisfaction, while the dependent variable is employee performance. The population includes subjects and objects that have certain qualities or characters according to the criteria set by the researcher (Sugiyono, 2004). The population to

be studied is PT. Citacontrac employees using non-probability sampling techniques with purposive sampling, namely using certain criteria to be able to become samples. These criteria are employees who already have family or married with the sample size of 108 participants. Utilizing a questionnaire as the research tool, this study interpreted responses based on a 1-5 Likert scale. This study employed several data analysis methods using SPSS version 25, including tests for validity and reliability, correlation and determination coefficients, and simple and multiple regression analyses. Significance was assessed using t-tests and f-tests.

4. Results

PT. Citacontrac experienced a decline in employee performance, evident in the failure to achieve the Service Level Agreement (SLA) in several months of 2024. It happens because of a change in the work scheme from a contract system to a volume-based system, which requires payment based on the volume of work, not the number of workers. It leads the employee income that did not meet the regional minimum wage, and there was a mismatch between income expectations and realization due to a lack of communication from the service provider's management. Therefore, the aim of this research was to investigate how work-family balance and job satisfaction affect the performance of employees at PT. Citacontrac.

Table 1. Respondent Characteristics

Category	Profile	Total	Percentage
Gender	Male	56	52%
	Female	52	48%
Age	20-30	22	20%
	31-40	48	44%
	41-50	23	21%
	>50	15	14%
Length of Work	1-2 years	27	25%
	2-5 years	43	40%
	>5 years	38	35%
Last Education	Elementary School	-	-
	Junior High School	-	-
	Senior High School	23	21%
	Diploma/Bachelor	69	64%
	Post Graduate	16	15%

The respondents in Table 1 show a nearly equal gender distribution, with 56 males (52%) and 52 females (48%). Most participants are in the productive age range, with the age group of 31-40 years was the most substantial largest age group being

31–40 years (44%), followed by 41–50 years (21%) and 20–30 years (20%). A smaller portion (14%) are over 50, indicating that the sample is largely composed of mid-career professionals. Regarding work experience, 40% of those surveyed had been working for 2 to 5 years, 35% have more than 5 years of experience, and 25% have 1–2 years, showing that the majority of the participants are well-established in their careers. Educational background is relatively high, with 64% holding a diploma or bachelor’s degree, 21% having completed senior high school, and 15% possessing postgraduate degrees. This suggests that the sample consists of educated individuals likely to have informed views relevant to the study.

Table 2. Results of Validity Test

Variables	Item	r count	r table	Cronbach Alpha
Job Satisfaction	X1.1	0.791	0.1591	0.789
	X1.2	0.707	0.1591	
	X1.3	0.766	0.1591	
	X1.4	0.651	0.1591	
	X1.5	0.561	0.1591	
Work-Family Balance	X2.1	0.801	0.1591	0.726
	X2.2	0.806	0.1591	
	X2.3	0.751	0.1591	
	X2.4	0.564	0.1591	
	X2.5	0.618	0.1591	
Employee Performance	Y.1	0.758	0.1591	0.773
	Y.2	0.812	0.1591	
	Y.3	0.740	0.1591	
	Y.4	0.808	0.1591	

Table 2 show the indicator validity in this research was assessed using the r-table value. When assessing the validity of an indicator with 108 respondents, we consider its calculated r-value against the r-table value. With degrees of freedom equal to 106 (N-2) and a 5% error probability, the r-table value is 0.1591. Consequently, an indicator is considered valid only if its r-value surpasses this threshold. Thus, a calculated r-value exceeding 0.1591 signifies a valid indicator item. The validity analysis revealed that for each indicator item, the computed r-value surpassed the threshold established by the r-table.

The Cronbach's Alpha value for each variable is above the 0.60 threshold, signifying their reliability. With work-family balance scoring 0.789, job satisfaction at 0.726, and employee performance at 0.773, all variables are deemed reliable. This consistency across all items for the declared reliable variables allows for the subsequent analysis of the relationships between them.

Table 3. Determination Coefficient

R	R Square	Adjusted R Square	Std. Error of the Estimate
.762 ^a	.560	.552	.64763

a. Predictors: (Constant), job satisfaction, work family balance

Table 3 reveals the value of coefficient of determination is 0.560, which translates to 56%. Determination coefficient explains the amount of influence from work-family balance and job satisfaction. this research demonstrates that these two factors can explain over half (56%) of the changes observed in employee performance. However, nearly half (44%) of the variation is due to other factors not examined in this study.

Table 4. Multiple Linear Regression

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.856	.433		1.976	.051
Job Satisfaction	.697	.077	.675	8.970	.000
Work Family Balance	.145	.090	.135	.632	.105

a. Dependent Variable: employee performance

The regression analysis in Table 4 shows that when job satisfaction goes up, employee performance tends to increase as well (indicated by a coefficient of 0.697). Similarly, a better work-family balance is also linked to higher employee performance (coefficient of 0.145). Job satisfaction proves to be the more dominant factor in shaping employee performance compared to the other variable, accounting for 0.675 or 67.5% with a minimum significance value of 0.000. In contrast, work-family balance shows a smaller influence of 0.135 or 13.5% and a significance value of 0.105, suggesting it does not significantly affect employee performance. As a result, the data strongly suggests that job satisfaction is the primary driver of employee performance. This indicates that making jobs more satisfying could be a more impactful way to improve employee performance compared to solely addressing work-family balance. A rise in job satisfaction is expected to translate to higher performance levels.

Table 5. T Test of Job Satisfaction on Employee Performance

Variable	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	.185	.138		1.343	.182
Job Satisfaction	.766	.065	.755	11.855	.000

a. Dependent Variable: employee performance

The result in Table 5 for the relationship between the independent and dependent variables, a t-test was conducted, and significance was established based on specific criteria: a calculated t-value greater than the t-table value and a significance probability below 0.05. The analysis of job satisfaction revealed a significant value of 0.00 (meeting the <0.05 criterion) and a t-statistic of 11.855 (surpassing the t-table value of 1.659). The t-test, performed with 106 degrees of freedom and an alpha of 0.05, shows a significant influence of how satisfied employees are with their jobs on their performance at PT. Citacontrac Tegal.

Table 6. T Test of Work-Family Balance on Employee Performance

Variable	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	3.829	.369		10.363	.000
Work Family Balance	.602	.099	.509	6.060	.000

a. Dependent Variable: employee performance

Table 6 displays a value (0.00) that is significantly less than the 0.05 threshold. Furthermore, the calculated t-statistic of 6.060 surpasses the t-table value. A t-table value of 1.659 was determined based on 106 degrees of freedom (calculated using the formula $df = n - k$, resulting in $108 - 2$) and an alpha (α) of 5%. Consequently, the performance levels of PT. Citacontrac Tegal employees are shown by these calculations to be significantly influenced by their work-family balance.

Table 7. F Test of Job Satisfaction and Work-Family Balance on Employee Performance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	60.877	2	30.439	72.562	.000 ^b
Residual	44.039	105	.419		
Total	104.917	107			

a. Dependent Variable: employee performance
b. Predictors: (Constant), job satisfaction, work family balance

The result in Table 7, alternative hypothesis (Ha), stating both work-family balance and job satisfaction exert a considerable and simultaneous influence on the performance levels of employees at PT. Citacontrac Tegal, is accepted. The statistical analysis strongly supports this conclusion. The calculated F-statistic (72.562) significantly exceeds the critical F-value from the table (3.080), and the extremely low p-value (0.000, well below the 0.05 threshold) indicates a highly significant result.

5. Discussion

Based on the data analysis results in this study, it is known that all three proposed hypotheses have been accepted, meaning that work-family balance and job satisfaction have a positive and significant influence on employee performance, both partially and simultaneously. These findings provide a strong understanding that psychosocial aspects within the work environment is a key factor in determining the level of individual performance achieved by its employees.

The finding that the first hypothesis is true demonstrates that job satisfaction significantly boosts performance. Employees who are satisfied with various aspects of their work including the environment, rewards, social connections, and clear responsibilities are likely to be more enthusiastic and motivated to perform at a higher-level. Satisfied employees help create a positive workplace, which in turn lowers the potential for conflicts, stress, and the urge to leave the company. This is supported by research from Dalkrani and Dimitriadis (2018), Gholizade et al. (2014), and Yue et al. (2022) which concluded that high levels of employee satisfaction are consistently associated with increased quality and quantity of performance.

Furthermore, the support for the second hypothesis underscores the significant impact of work-family balance on enhancing employee performance levels. Employees who effectively integrate their professional and personal lives in a balanced way tend to have stable emotional and psychological conditions. They can carry out their work tasks without being burdened by role conflicts or pressure from personal life. This has a direct implication for increased productivity and work effectiveness. This result supports the findings of Popoola and Fagbola (2023), which state that integrating work and personal life impacts the increase in employee motivation and contribution to the organization. In the context of PT Citacontrac, employees facing work pressure and a suddenly changing remuneration system without clear communication are very likely to experience disruption in this balance, thus affecting their performance.

Moreover, the third hypothesis also accepted which present evidence that both job satisfaction and work-family balance, when considered together, significantly affect employee performance. These two factors not only play a role separately but also complement each other in shaping conditions at work that enable maximum productivity. When work and personal life are in harmony and employees are

content with their jobs, they demonstrate strong energy, commitment, and motivation to contribute maximally. This condition creates a positive cycle, where satisfaction and balance improve work performance, and good performance can also strengthen feelings of satisfaction and balance in their lives. Consistent with the work of Agarwal and Bhakuni (2024), Perengki et al. (2022), Syarif and Hasan (2025), and Winata (2022) which emphasizes that how satisfied employees are with their jobs and how well they achieve work-family balance both contribute to their job performance. Thus, the acceptance of these three hypotheses confirms that human resource management strategies that pay attention to the presence of work-life balance and job satisfaction among employees which expected to positively correlate with their performance levels. In the case of PT Citacontrac, attention to these two aspects becomes very relevant, especially in facing changes in work systems and labor challenges.

6. Conclusion

This research has demonstrated that both job satisfaction and work-family balance have a strong positive impact on how well employees do their jobs, both on their own and in combination. These findings underscore the importance of organizational attention to psychosocial aspects in creating a productive and healthy workplace. Particularly in the context of PT Citacontrac, a more humanistic management approach is essential to address the challenges of the outsourcing work system. However, this study has limitations in its narrow scope of objects and limited variables. The use of quantitative methods also restricts the understanding of employees' subjective experiences. Therefore, it is recommended that future research employ a mixed methods approach, broaden the scope of variables, and conduct cross-sector studies to enhance generalizability and depth of analysis. By doing so, the identifying the drivers of employee performance can be more comprehensive and applicable.

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