



THE INFLUENCE OF WORK MOTIVATION, WORK ENVIRONMENT, AND WORK-LIFE BALANCE ON THE PERFORMANCE OF EMPLOYEES IN THE FORESTRY BRANCH OFFICE OF CENTRAL JAVA PROVINCE, REGION VI

*Catharina Rosari Endyantri¹, Sandio Mathias Pawitra²

^{1,2}Sanata Dharma University

Email: ¹catharinarosari26@gmail.com, ²sandiopawitra21@gmail.com

ABSTRACT

Employee performance is considered a crucial factor in the sustainability and success of a company. The higher the performance level of an employee, the greater the achievement of company goals will be. This research aims to determine the influence of work motivation, work environment, and work-life balance on the performance of employees in the Forestry Branch Office of Central Java Province, Region VI. The research sample consists of 50 individuals, all of whom are employees of the Forestry Branch Office of Central Java Province, Region VI, using a saturated sampling method. The data analysis techniques in this study include validity testing, reliability testing, classical assumption testing, multiple linear regression, and hypothesis testing. The results of this research are expected to provide a deeper understanding of the factors affecting employee performance and serve as a basis for improvements in human resource management.

Keywords: *Work Motivation, Work Environment, Work-Life Balance, Performance*

1. Introduction

Employee performance is an aspect that significantly influences the sustainability and success of a company. According to Mathis and Jackson (2018), employee performance is the measure of the contribution a worker provides to the organization in terms of output quantity, output quality, output duration, workplace attendance, and cooperative attitude. The productivity of employee performance can be influenced by various factors, including work motivation, work environment, and work-life balance within an organization.

Dessler and Gary (2015) define human resource management as the policies and practices that determine the human or human resource aspects in management positions, including aspects of people or human resources from a managerial perspective, encompassing recruitment, screening, training, compensation, and evaluation. In an organization, the human resource management (HRM) system is an essential factor that cannot be separated HRM is the driving force in an organization and plays a crucial role in achieving organizational goals.

According to Noor (2013, cited in Jufrizen & Sitorus, 2021), work motivation is the drive that motivates an individual to carry out assigned tasks in order to achieve organizational goals. Work motivation is a collection of energy that comes from both internal and external sources (Adinda & Firdaus, 2023).

In addition to work motivation, the work environment is also an important aspect that affects employee performance in a company. According to Soetjipto 2008 (in Octaviani & Dasmadi, 2021), the work environment consists of elements that directly or indirectly influence employee performance, which can have either positive or negative impacts on the company. It

is crucial to create a pleasant work environment as it directly impacts employee performance. If the work environment is pleasant, employees can contribute significantly to the company. Conversely, an unpleasant work environment can lead to decreased employee performance and ineffective results (Sihaloho & Siregar, 2020).

Work-life balance can be defined as the equilibrium between work and personal life for an employee. Badrianto and Ekhsan (2021) state that good work-life balance will encourage commitment and desire for employees to stay and remain in the organization.

Good employee performance will assist a company in achieving its goals (Fauzi & Fikri, 2022). The Branch Office of Forestry in Central Java Province, Region VI, located at Jalan Gatot Subroto No67, Kedungwuluh, West Purwokerto, is a part of the Regional Government Agency responsible for forestry affairs, established as a service unit with jurisdiction over Region VI (Banyumas, Purbalingga, and Cilacap). The branch office that oversees three district areas certainly requires employee productivity for the successful execution of tasks. Therefore, the author is interested in researching work motivation, work environment, and work-life balance, which may affect the performance of employees in the Forestry Department Branch of Central Java Province, Region VI.

Previous studies (Jufrizen & Sitorus, 2021; Irawan et al, 2022; Ningsih & Hermiati, 2023) have revealed that work motivation, work environment, and work-life balance variables influence employee performance. However, there is a difference with previous research findings by (Prastyo & Santoso, 2022; Saifullah, 2020) which indicate that work environment and work-life balance variables do not affect employee performance. This inconsistency in results becomes a research gap. Through this research, the author aims to demonstrate that work motivation, work environment, and work-life balance have an impact on employee performance.

2. Literature Review

2.1 Work Motivation

Reksohadiprodjo (2015) stated that motivation is the state in which someone realizes their desires to complete specific activities to achieve certain goals. According to Sutrisno (2016), motivation is an aspect that supports and encourages an individual's behavior in carrying out a particular activity. Rozalia 2015 (in Adipradana & Andriyani, 2021) says that work motivation makes employees work harder to achieve specific goals and optimize employee performance in achieving company objectives. According to Maslow (in Antika & Nataraningtyas, 2021), the indicators used to measure work motivation are:

- a. Physiological Needs: related to basic human needs, both biological and physical Basic needs include clothing, food, and shelter.
- b. Safety Needs (feeling secure): every individual needs protection to feel physically and emotionally safe.
- c. Social Needs: related to an individual's need to be accepted in a group, socialize, and love and be loved.
- d. Esteem Needs: the need to feel valued and respected by others It can be in the form of appreciation, recognition, or achievement.
- e. Self-actualization Needs: the need to express opinions, ideas, and criticism.

2.2 Work Environment

According to Sedarmayanti (2017), the work environment is a place where a group gathers to achieve the company's goals, and it is equipped with supporting facilities. Siagian (2014) states that in general, the physical work environment refers to the physical form of the surroundings at the workplace that affects employees. A good physical work environment

includes factors such as the workplace building, adequate work equipment, facilities, and transportation availability.

2.3 *Work-Life Balance*

Work-life balance can be described as an individual's ability to manage work, family commitments, and other responsibilities outside of work. According to Robbins & Coulter (2020), work-life balance programs encompass individual care, parental and child care, employee health and well-being, and relocation McDonald and Bradley (2013, as cited in Lingga, 2020) state that work-life balance can be measured through:

- a. Time balance: involving the amount of time allocated to work and activities outside of work.
- b. Involvement balance: encompassing the level of psychological engagement and commitment both in and outside of work.
- c. Satisfaction balance: including job satisfaction levels while working and in non-work-related aspects.

2.4 *Employee Performance*

Moehariono (2014) defines performance as a depiction of the level of success in implementing an activity or policy to achieve the goals, objectives, vision, and mission of an organization through strategic planning. Mangkunegara (2016) defines performance as the work results achieved by an employee, both in terms of quality and quantity, following the responsibilities assigned. Based on these definitions of performance, it can be concluded that employee performance is the result of their work in achieving organizational goals with good performance. According to Setiawan & Dewi 2014 (cited in Agung & Lestariningsih, 2022), employee performance measurement can be done through accuracy in task completion, suitability of working hours, and attendance level.

2.5 *The Development of Hypotheses*

Motivation can drive employees to work harder to achieve their goals (Hamidi, 2020). According to Kasmir (2016), an employee will perform well if they receive encouragement from within themselves or from the company. Research conducted by Susanto (2019) shows that work motivation has a positive impact on employee performance.

H1: Partially, work motivation affects employee performance.

Sihaloho & Siregar (2020) state that a pleasant work environment can make employees feel comfortable and improve their performance. Research conducted by Irawan et al, (2022) also shows that the work environment in a company has a positive and significant influence on employee performance

H2: The work environment partially affects employee performance.

Saina 2016 (in Muliawati & Frianto, 2020) revealed that work-life balance is a balance between work and each individual's personal life. Seeing the limited human resources, the problem arises how a person can have a satisfying personal life but still give maximum effort at work. So the question arises whether the two can complement each other or contradict each other (Koubova and Buchko, 2013). In recent years, it has been shown that work-life balance is very important on employee performance. This is evidenced by the increase in employee productivity and has a positive impact on the company (Semlali and Hassi, 2016).

H3: Work-life balance partially affects employee performance.

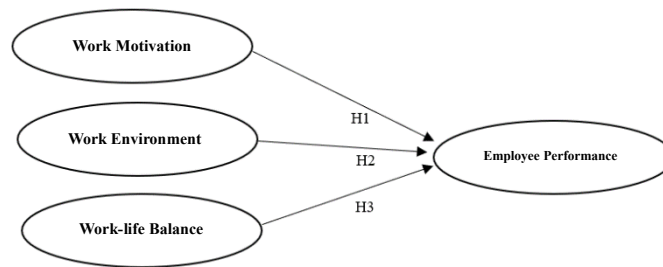


Figure 1. *Conceptual Framework of Research*

3. Research Methods

3.1 Research Design

The research design used in this study is quantitative with a survey method. Quantitative research is a method used to study a specific population or sample, collecting data using research instruments, analyzing data quantitatively/statistically, with the aim of testing predetermined hypotheses (Sugiyono, 2019).

3.2 The Population and Sample

The population in this study consists of all employees of the Central Java Province Forestry Branch VI, totaling 50 people, consisting of the Administrative Section, Rehabilitation and Conservation of Natural Resources Section, and Functional (extension) staff. In this study, a saturated sample method is used by using population members as the sample.

3.3 Research Data

The data used in this study is primary data. Primary data was obtained from questionnaires distributed to respondents. Questionnaires are a technique for collecting data by presenting respondents with several written questions or statements (Sugiyono, 2018).

3.4 Data Analysis Technique

3.4.1 Validity Test

The validity test aims to measure the accuracy of a questionnaire. An instrument is considered valid if it accurately measures what needs to be measured (Sugiyono, 2018). The criteria for testing are as follows:

$r_{\text{computed}} > r_{\text{table}}$, indicating that the questionnaire test is valid

$r_{\text{computed}} \leq r_{\text{table}}$, indicating that the questionnaire test is considered invalid

3.4.2 Reliability Test

Reliability testing measures how consistent and stable a measurement is over time. This is important to ensure that the measurement is accurate and unbiased, making it reliable for measuring the desired concept (Sekaran & Bougie, 2016). Data reliability testing uses the Cronbach's Alpha analysis method. The test results are considered to have good reliability if the Cronbach's Alpha value falls within the range of 08-10, accepted reliability if the value is within the range of 06-079, and poor reliability if the Cronbach's Alpha value is < 06 (Arikunto, 2016).

3.5 Classical Assumption Test

3.5.1 Normality Test

This test aims to determine whether the distribution of residual values is normal or not. A good regression model has normally distributed residuals Mardiatmoko (2020). The method

used to test the normality of data in this study is the Kolmogorov-Smirnov test. Data is considered normally distributed if the significance value of the test result is > 0.05

3.5.2 Multicollinearity Test

The multicollinearity test aims to determine whether there is a linear correlation between independent variables in the regression model. Multicollinearity can render the multiple regression equation unusable for forecasting Ghozali (2018). To determine the presence of multicollinearity, we look at the tolerance value and the Variance Inflation Factor (VIF) If the tolerance value is greater than 0.1 and the VIF is less than 10, there is no multicollinearity in the regression model.

3.5.3 Heteroskedasticity Test

According to Ghozali (2018), the heteroskedasticity test is used to determine whether there is inequality in variance and residuals in a regression model between one observation and another. To identify any issues, one can examine the pattern in the scatterplot graph between SRESID and ZPRED, where the Y-axis represents residuals and the X-axis represents the predicted values. If there is a systematic pattern in the scatterplot, it indicates heteroskedasticity; otherwise, heteroskedasticity is not indicated The significance value should be greater than 0.05.

3.6 Hypothesis Test

3.6.1 t-Test

The t-statistic test is conducted to determine the impact of an independent variable in explaining the dependent variable (Ghozali, 2018). If the t-test result yields a value of $\alpha \leq 0.05$, then the independent variable significantly affects the dependent variable.

3.6.2 F Test

According to Ghozali (2018), the F statistical test is used to determine whether a regression model can accurately predict the dependent variable. If the calculated F value is greater than the tabled F value and the significance probability is less than 0.05, then the regression model can be used to predict the dependent variable.

3.6.3 Coefficient of Determination (R^2)

The coefficient of determination (R^2) indicates the extent to which independent variables influence the dependent variable in the regression model. The R^2 value is interpreted as the percentage of variation in the dependent variable explained by the regression model (Algifari, 2000). If the R^2 value approaches zero, the contribution of independent variables to the dependent variable becomes smaller Generally, the multiple coefficient of determination (R^2) falls between 0 and 1, or $0 < R^2 < 1$

3.6.4 Multiple Linear Regression

Multiple linear regression analysis is a statistical method used to predict the value of a dependent variable based on changes in independent variables. Multiple regression involves more than one independent variable (Sugiyono, 2018). To perform multiple linear regression, at least two independent variables are required.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Explanation:

Y = Employee Performance

a = Constanta

$b_1b_2b_3b_k$ = Partial Regression Coefficient

X1 = Work Motivation

X2 = Work Environment

X3 = Work-Life Balance

e = error

4. Research Findings and Discussions

4.1 Validity Test

Table 1. Validity Test Results of Work Motivation Variables (X1)

Variable		R calculation	R table	Explanation
Work Motivation (X1)	X1.1	0.690	0.2787	<i>Valid</i>
	X1.2	0.662	0.2787	<i>Valid</i>
	X1.3	0.645	0.2787	<i>Valid</i>
	X1.4	0.679	0.2787	<i>Valid</i>
	X1.5	0.606	0.2787	<i>Valid</i>
	X1.6	0.805	0.2787	<i>Valid</i>
	X1.7	0.672	0.2787	<i>Valid</i>
	X1.8	0.795	0.2787	<i>Valid</i>
	X1.9	0.519	0.2787	<i>Valid</i>
	X1.10	0.671	0.2787	<i>Valid</i>

It can be seen in Table 1 that the work motivation variable has a calculated r value greater than the table r value of 0.2787. Therefore, it can be said that the data collection instrument used in this study is valid.

Table 2. Validity Test Results of Work Environment (X2)

Variable		R calculation	R table	Explanation
Work Environment (X2)	X2.1	0.680	0.2787	<i>Valid</i>
	X2.2	0.707	0.2787	<i>Valid</i>
	X2.3	0.678	0.2787	<i>Valid</i>

	X2.4	0.776	0.2787	<i>Valid</i>
	X2.5	0.746	0.2787	<i>Valid</i>
	X2.6	0.815	0.2787	<i>Valid</i>
	X2.7	0.643	0.2787	<i>Valid</i>
	X2.8	0.425	0.2787	<i>Valid</i>

It can be seen in Table 2 that the work environment variable has a calculated r value greater than the tabled r value of 0.2787. Therefore, it can be said that the data collection instrument used in this study is valid.

Table 3. *Validity Test Results of Work-Life Balance (X3)*

Variable		R calculation	R table	Explanation
Work-Life Balance (X3)	X3.1	0.684	0.2787	<i>Valid</i>
	X3.2	0.659	0.2787	<i>Valid</i>
	X3.3	0.690	0.2787	<i>Valid</i>
	X3.4	0.520	0.2787	<i>Valid</i>
	X3.5	0.667	0.2787	<i>Valid</i>
	X3.6	0.707	0.2787	<i>Valid</i>

It can be seen in Table 3 that the work environment variable has a calculated r value greater than the tabled r value of 0.2787. Therefore, it can be said that the data collection instrument used in this study is valid.

Table 4. *Validity Test Results of Employee Performance (Y)*

Variable		R calculation	R table	Explanation
Employee Performance (Y)	Y1.1	0.828	0.2787	<i>Valid</i>
	Y1.2	0.837	0.2787	<i>Valid</i>
	Y1.3	0.829	0.2787	<i>Valid</i>

	Y1.4	0.775	0.2787	<i>Valid</i>
	Y1.5	0.680	0.2787	<i>Valid</i>
	Y1.6	0.595	0.2787	<i>Valid</i>

It can be seen in Table 4 that the work environment variable has a calculated r value greater than the tabled r value of 0.2787. Therefore, it can be said that the data collection instrument used in this study is valid.

4.2 Reliability Test

Table 5. Reliability Criteria

No	Interval	Criteria
1	<0,200	Very Low
2	0,200 - 0,399	Low
3	0,400 - 0,599	Quite High
4	0,600 - 0,799	High
5	0,800 - 1,000	Very High

Table 6. Test Results of Work Motivation Variable (X1)

Cronbach's Alpha	N of Items
0.863	10

Based on the reliability test results in the table, the work motivation variable has a Cronbach's Alpha value of 0.863 This indicates that each statement item related to work motivation is highly reliable, allowing them to be used as measurement tools in research and data processing.

Table 7. Test Results of Work Environment Variable (X2)

Cronbach's Alpha	N of Items
0.841	8

Based on the reliability test results in the table, the work environment variable has a Cronbach's Alpha value of 0.841. This indicates that each statement item related to the work environment is highly reliable, allowing them to be used as measurement tools in research and data processing.

Table 8. Test Results of Work Life Balance (X3)

Cronbach’s Alpha	N of Items
0.735	6

Based on the reliability test results in the work-life balance variable table, Cronbach's Alpha has a value of 0.735. This indicates that each statement item in the work-life balance variable is highly reliable, allowing them to be used as measurement tools in research and data processing.

Table 9. Test Results of Employee Performance (Y)

Cronbach’s Alpha	N of Items
0.851	6

Based on the reliability test results in the performance variable table, the Cronbach's Alpha value for employee performance is 0.851. This indicates that each statement item in the employee performance variable is highly reliable, allowing them to be used as measurement tools in research and data processing.

4.3 Classical Assumption

- Normality Test

Table 10. Normality Test Results

		Unstandardized Residual
N		50
Normal Parameters ^{a,b}	Mean	0.0000000
	Std. Deviation	1.35416972
Most Extreme Differences	Absolute	0.068
	Positive	0.068
	Negative	-0.054
Test Statistic		0.068
Asymp. Sig. (2-tailed)		0.200 ^{c,d}

Table 10 shows a Sig (2-tailed) value of 0.200 > 0.05, which means that the data in this study is normally distributed and the regression model can be used in this research.

- Multicollinearity Test

Table 11. Multicollinearity Test Result

<i>Model</i>		<i>Collinearity Statistics</i>	
		<i>Tolerance</i>	<i>VIF</i>
1	(Constant)		
	Work Motivation	0.442	2.262
	Work Environment	0.401	2.493
	Work-Life Balance	0.431	2.319

Table 11 shows the tolerance values for the variables: work motivation ($0.442 > 01$), work environment ($0.401 > 01$), and work-life balance ($0431 > 01$). The VIF values for work motivation ($2.262 < 10$), work environment ($2.493 < 10$), and work-life balance ($2.319 < 10$) indicate that there is no multicollinearity in the regression model.

- Heteroskedasticity Test

Table 12. Heteroskedasticity Test Result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.674	1.788		1.495	0.142
	Work Motivation	0.027	0.044	0.135	0.617	0.540
	Work Environment	-0.024	0.073	-0.075	-0.325	0.747
	Work-Life Balance	-0.076	0.097	-0.174	-0.784	0.437

Based on table 12, it can be seen that the significance value of work motivation is $05.40 > 005$; work environment is $0.747 > 005$; and work-life balance is $0.437 > 005$. It can be concluded that in the regression model, there is no heteroskedasticity issue, making it suitable for use.

4.4 Hypothesis Test

- T-test

Table 13. T-test Result

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.843	2.907		0.634	0.529
Work Motivation	0.170	0.071	0.319	2.390	0.021
Work Environment	0.255	0.119	0.300	2.139	0.038
Work-Life Balance	0.318	0.157	0.274	2.025	0.049

Based on Table 13, the hypothesis testing can be explained partially as follows:

- The work motivation variable with a calculated t-value of 2.390 is greater than the table t-value of 2.01290. This indicates that the work motivation variable partially influences employee performance.
- The work environment variable with a calculated t-value of 2.139 is greater than the table t-value of 2.01290. This indicates that the work environment variable partially influences employee performance.
- The work-life balance variable with a calculated t-value of 2.025 is greater than the table t-value of 2.01290. This indicates that the work-life balance variable partially influences employee performance.

- F Test

Table 14. F Test Result

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	157.765	3	52.588	26.922	0.000 ^b
Residual	89.855	46	1.953		
Total	247.620	49			

Table 14 shows a calculated F value of 26.922 > a table of 2.81 and a significance value of 0.000 < 0.05. Based on the results of the study, the simultaneous test of H0 was rejected which means that the variables of work motivation, work environment, and work-life balance simultaneously affect employee performance.

- Coefficient of Determination (R^2)

Table 15. Coefficient of Determination (R^2) Test Result

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	0.798 ^a	0.637	0.613	1.398

The Adjusted R Square value is 0.613 (61.3%) which means that the ability of work motivation, work environment, and work-life balance variables to explain the variance of employee performance variables is 61.3%, while the remaining 38.7% is influenced by other independent variables that were not tested in this study.

- Multiple Linear Regression Test

Table 16. Multiple Linear Regression Test Result Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.843	2.907		0.634	0.529
Work Motivation	0.170	0.071	0.319	2.390	0.021
Work Environment	0.255	0.119	0.300	2.139	0.038
Work-Life Balance	0.318	0.157	0.274	2.025	0.049

Based on Table 16, the regression equation can be stated in this study, namely:
 Employee Performance = 1.843+0.170X1+0.255X2+0.318X3

5. Conclusions

- Based on the validity test, it can be seen that the work motivation, work environment, and work-life balance variable has a calculated r value greater than the tabled r value of 0.2787. Therefore, it can be said that the data collection instrument used in this study is valid.
- Based on the reliability test, it can be seen that the work motivation, work environment, and work-life balance variable of each statement item is highly reliable. It's allowing them to be used as measurement tools in research and data processing.

- c. Based on the normality test, it shows a Sig (2-tailed) value of $0.200 > 0.05$, which means that the data in this study is normally distributed and the regression model can be used in this research.
- d. Based on the multicollinearity test, it can be seen that the tolerance values for the variables: work motivation ($0.442 > 01$), work environment ($0.401 > 01$), and work-life balance ($0.431 > 01$). The VIF values for work motivation ($2.262 < 10$), work environment ($2.493 < 10$), and work-life balance ($2.319 < 10$) indicate that there is no multicollinearity in the regression model.
- e. Based on the heteroskedasticity test, it can be seen that the significance value of work motivation is $0.540 > 0.05$; work environment is $0.747 > 0.05$; and work-life balance is $0.437 > 0.05$. It can be concluded that in the regression model, there is no heteroskedasticity issue, making it suitable for use.
- f. Based on the *T*-test, it can be seen that the work motivation, work environment, and work-life balance variable partially influence employee performance.
- g. Based on the F test, it can be seen that a calculated F value of $26.922 >$ a table of 2.81 and a significance value of $0.000 < 0.05$. Based on the results of the study, the simultaneous test of H_0 was rejected which means that the variables of work motivation, work environment, and work-life balance simultaneously affect employee performance.
- h. Coefficient of Determination (R^2) test, it can be seen that Adjusted R Square value is 0.613 (61.3%) which means that the ability of work motivation, work environment, and work-life balance variables to explain the variance of employee performance variables is 61.3%, while the remaining 38.7% is influenced by other independent variables that were not tested in this study.

The research findings indicate that work motivation, work environment, and work-life balance significantly influence employee performance. Work motivation is an important factor that drives employees to achieve organizational goals, while a pleasant work environment can enhance employee performance. Additionally, maintaining a good work-life balance also has a positive impact on employee performance, by encouraging commitment and desire to stay and thrive within the organization. These findings highlight the need for human resource management to pay attention to these factors in managing employees. Improving work motivation, creating a conducive work environment, and providing a balance between work and personal life for employees can contribute to enhancing performance and achieving company goals.

References

Journal Article

- Adinda, T. N., & Firdaus, M. A. (2023, September 5). Pengaruh Motivasi Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan. *Indonesian Journal of Innovation Multidisipliner Research*, 1(3). <https://multidisipliner.org/index.php/ijim/article/view/15>
- Adipradana, M., & Andriyani. (2021). Pengaruh Disiplin Kerja dan Motivasi Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Pemoderasi. *Diponegoro Journal of Management*, 10(1). <https://ejournal3.undip.ac.id/index.php/djom/article/view/30912>
- Agung, A., & Lestariningsih, M. (2022, November). Pengaruh Kompensasi, Motivasi dan Lingkungan Kerja Terhadap Kinerja Karyawan PT. DIKA Jakarta. *Jurnal Ilmu Manajemen dan Bisnis*, 1(3).
- Antika, N. D., & Nataraningtyas, M. F. (2021, Agustus). Pengaruh Motivasi Kerja dan Disiplin Kerja terhadap Kinerja Karyawan di Perusahaan PTPN X Pabrik Gula Lestari Kertosono.

- Jurnal Manajemen dan Organisasi*, 12.
<https://journal.ipb.ac.id/index.php/jmo/article/view/33868>
- Arifin, M., & Muharto, A. (2022). Pengaruh Worklife Balance Terhadap Kinerja Karyawan. *Jurnal Riset Ekonomi dan Bisnis*, 15(1).
<https://journals.usm.ac.id/index.php/jreb/article/view/3507>
- Badrianto, Y., & Ekhsan, M. (2021, Juni 2). Pengaruh Work-life Balanceterhadap Kinerja Karyawan yang di Mediasi Komitmen Organisasi. *Jurnal Ekonomi & Ekonomi Syariah*, 4(2), 953. <https://doi.org/10.36778/jesya.v4i2.460>
- Fauzi, A., & Fikri, A. W. N. (2022, Juli 2). Peran Komunikasi dan Lingkungan Kerja Terhadap Kinerja Karyawan Dalam Organisasi di PT. Multi Daya Bangun Mandiri. *Jurnal Ekonomi Manajemen Sistem Informasi*, 3.
<https://dinastirev.org/JEMSI/article/view/1091/652>
- Hamidi. (2020, Maret). Pengaruh Gaya Kepemimpinan dan Motivasi Kerja Terhadap Kinerja Karyawan. *Jurnal Dimensi*, 9(1).
<https://www.journal.unrika.ac.id/index.php/jurnaldms/article/view/2315>
- Irawan, A., Ismail, A., Latif, N., & Pradana, Z. P. (2022). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan. *KINERJA: Jurnal Ekonomi dan Manajemen*, 19(2), 525.
<https://journal.feb.unmul.ac.id/index.php/KINERJA/article/view/10997/2238>
- Jufrizen, & Sitorus, T. S. (2021, Juli 19). Pengaruh Motivasi Kerja dan Kepuasan Kerja Terhadap Kinerja Dengan Disiplin Kerja Sebagai Variabel Intervening. *Seminar Nasional Teknologi Edukasi Sosial dan Humaniora*, 1.
<https://jurnal.ceredindonesia.or.id/index.php/sintesa/article/view/419/434>
- Lingga, A. S. (2020). Pengaruh Keseimbangan Kehidupan Kerja (Work Life Balance) dan Kepuasan Kerja Karyawan terhadap Kinerja Karyawan. *Prosiding Manajemen*, 6(2).
- Mardiatmoko, G. (2020, September). Pentingnya Uji Asumsi Klasik Pada Analisis Regresi Linier Berganda (Studi Kasus Penyusunan Persamaan Allometrik Kenari Muda). *BAREKENG*, 14(3).
- Muliawati, T., & Frianto, A. (2020). Peran Work-life Balance dan Kepuasan Kerja Terhadap Kinerja Karyawan Milenial: Studi Literatur. *Journal of Sport Science and Education*.
- Ningsih, T. S., & Hermiati, N. F. (2023, Juni). Pengaruh WorkLife Balance Dan Lingkungan Kerja Non Fisik Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening(Studi Kasus Distributor Marwah Skincare Cilacap). *JEMSI (Jurnal Ekonomi, Manajemen, dan Akuntansi)*, 9(3), 619.
<https://journal.lembagakita.org/index.php/jemsi/article/view/1094/787>
- Octaviani, N., & Dasmadi. (2021, Juni 7). Pengaruh Disiplin Kerja, Lingkungan Kerja dan Kepuasan Kerja Terhadap Kinerja Karyawan PT Sahabat Unggul Internasional Kabupaten Semarang. *Ekobis: Jurnal Ilmu Manajemen dan Akuntansi*, 9(1).
<https://www.ejournal.uby.ac.id/index.php/ekobis/article/view/456>
- Prastyo, I. D., & Santoso, B. (2022). Pengaruh Lingkungan Kerja dan Motivasi Kerja Terhadap Kinerja Karyawan Crew Burger King Surabaya Timur. *Al-Kharaj: Jurnal Ekonomi, Keuangan & Bisnis Syariah*, 4(2), 527.
<https://journal.laaroiba.ac.id/index.php/alkharaj/article/view/689/588>
- Saifullah, F. (2020, Juni 1). Pengaruh Work-Life Balance dan Flexible Work Arrangement Terhadap Kinerja Karyawati Muslimah Konveksi. *BISNIS: Jurnal Bisnis dan Manajemen Islam*, 8(1), 35.
<https://pdfs.semanticscholar.org/b482/421fb9fa835bd1934e34668d0404280b05b8.pdf>
- Setiawan, F., & Dewi, K. (n.d.). Pengaruh Kompensasi dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada CV Berkat Anugerah. *urnal. Denpasar: Universitas Udayana*.

- Sihaloho, R. D., & Siregar, H. (2020, Februari 4). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT. Super Setia Sagita Medan. *Jurnal Ilmiah Socio Secretum*, 9(2). <https://jurnal.darmaagung.ac.id/index.php/socio/article/view/413>
- Susanto, N. (2019). Pengaruh Motivasi Kerja, Kepuasan Kerja, dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Divisi Penjualan PT Rembaka. *AGORA*, 7(1). <https://media.neliti.com/media/publications/287273-pengaruh-motivasi-kerja-kepuasan-kerja-d-dde8d414.pdf>

A book

- Algifari. (2000). *Analisis Regresi : Teori, Kasus, dan Solusi* (2nd ed., Vol. 1). BPFE UGM.
- Arikunto, S. (2016). *Prosedur Penelitian : Suatu Pendekatan Praktik*. Jakarta : Rineka Cipta.
- Dessler, & Gary. (2015). *Manajemen Sumber Daya Manusia* (14th ed.). Jakarta : Salemba Empat.
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS* (9th ed.). Universitas Diponegoro.
- Hasibuan, M. S. P. (2017). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Kasmir. (2016). *Manajemen Sumber Daya Manusia*. Rajawali Press.
- Mangkunegara, A.A. A. P. (2016). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung : Remaja Rosdakarya.
- Mathis, R. L., & Jackson, J. H. (2018). *Manajemen Sumber Daya Manusia* (10th ed., Vol. 3). Jakarta : Salemba Empat.
- Moheriono. (2014). *Pengukuran Kinerja Berbasis Kompetensi*. RajaGrafindo Persada.
- Reksohadiprodjo, S. (2015). *Dasar-Dasar Manajemen, Edisi Kedua*. BPFE.
- Robbins, S. P., & Coulter, M. A. (2020). *Management, Global Edition* (15th ed.). Pearson Education.
- Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia*. Bandung : Refika.
- Sekaran, U., & Bougie, R. (2016). *Research Methods for Business: A Skill-Building Approach* (7th ed.). Jhon Willey & Sons.
- Siagian, S. P. (2014). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif dan Kombinasi (Mixed Methods)*. Bandung : Alfabeta.
- Sujarweni, V. W. (2016). *SPSS Untuk Penelitian*. Yogyakarta : Pustaka baru Press.
- Sutrisno, E. (2016). *Manajemen Sumber Daya Manusia* (8th ed.). Kencana.