

# The Influence of Organizational Culture and Work-Life Balance on Employee Performance with Job Satisfaction as a Mediating Variable at PT. Bank Maluku Malut Main Branch Ambon

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## ABSTRACT

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This study aims to analyze the influence of organizational culture and work-life balance on employee performance with job satisfaction as a mediating variable. The study used a quantitative approach with Partial Least Square (PLS) analysis. The results showed that organizational culture does not directly affect performance, but does affect job satisfaction. Work-life balance affects both job satisfaction and employee performance. In addition, job satisfaction also affects employee performance and is able to mediate the influence of organizational culture and work-life balance on performance. These findings indicate that improving employee performance can be achieved through increasing job satisfaction supported by a good organizational culture and work-life balance.

*Keywords:* Organizational Culture, Work-Life Balance, Job Satisfaction, Performance, PT. Bank Maluku Malut Main Branch Ambon

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## 1. INTRODUCTION

Banks play a strategic role in the economy, particularly in providing credit services, collecting public funds, and driving regional economic growth. As a regional development bank, PT. Bank Maluku Malut is committed to providing professional and prompt service in the Maluku and North Maluku regions. The bank's success in meeting service targets and increasing customer satisfaction depends heavily on the performance of its employees, the spearheads of operations and service.

However, conditions at PT. Bank Maluku Malut, Ambon Main Branch, demonstrate several phenomena that pose real challenges to improving employee performance. Based on initial observations and managerial insights, there are indications that employees are experiencing difficulties balancing work and personal life demands. Many employees complain of working hours that often exceed the schedule due to daily service targets, impromptu meetings, and the need to complete administrative work outside of main office hours. This condition results in a low work-life balance, causing psychological fatigue and decreased work energy the following workday.

Another phenomenon that emerged was the existence of Inconsistency of organizational cultural values in the workplace. Some employees stated that they did not fully understand or feel a clear and internalized sense of organizational cultural values, particularly in terms of internal communication, recognition of achievement, and supportive leadership. As a result, there is a misalignment between organizational goals and daily work behavior, as evidenced by decreased collaboration between teams and responses to internal customer complaints. This condition aligns with previous research findings showing that a weak organizational culture can reduce employee motivation and engagement [1], [2]. Furthermore, poor work-life balance has been shown to negatively impact employee job satisfaction and performance in the banking sector [3], [4]. Another study showed that Job satisfaction plays a crucial role as a mediating variable between organizational culture and work-life balance on performance. Job satisfaction has been shown to

strengthen the relationship between positive organizational practices and employee performance; employees who are satisfied with work-life balance, organizational recognition, and management support tend to have higher performance (Department of Education and Culture Cilacap, 2025; health sector study, 2025). Theoretically, these findings are supported by [5], which states that motivating and hygiene factors in work influence employee satisfaction and productivity. Role Theory, meanwhile, asserts that role conflict, particularly between work demands and personal life, can reduce employee satisfaction and performance if not addressed through supportive policies. Although numerous studies have demonstrated the relationship between organizational culture, work-life balance, job satisfaction, and performance across various sectors, a research gap remains apparent in comprehensive studies conducted at regional development banks such as PT. Bank Maluku Malut Main Branch, Ambon. Most previous studies have focused on state-owned banks or large corporate sectors, and few have examined the role of job satisfaction as a mediator in the context of regional banking.

Thus, this study aims to empirically test the influence of organizational culture and work-life balance on employee performance through job satisfaction as a mediating variable at PT. Bank Maluku Malut, Ambon Main Branch. The results are expected to provide theoretical contributions to the development of human resource management in the banking sector as well as practical recommendations for management in improving employee performance through a strong organizational culture and effective work-life balance policies.

## 2. LITERATURE REVIEW

### 2.1 *Organizational Culture*

Organizational culture is a system of values, norms, and practices that shape the behavior of organizational members and influence how employees interact and make decisions [6]. A positive organizational culture includes open communication, recognition for achievement, supportive leadership, and strong teamwork. Several studies have shown that organizational culture significantly influences employee performance and job satisfaction. [2] found that a strong organizational culture increases employee motivation, collaboration, and performance in the banking sector. [7] also confirmed that organizational culture is positively related to job satisfaction, which in turn improves performance.

### 2.2 *Work-Life Balance (WLB)*

Work-life balance is an employee's ability to balance the demands of work and personal life to minimize role conflict [8]. Work-life balance is important in the banking sector because employees often face high service targets and flexible working hours. Research by [9] and [10] shows that good work-life balance improves employee job satisfaction and performance. Employees with a balanced work-life balance are more focused on work, have sufficient energy, and are able to cope with work-related stress.

### 2.3 *Job Satisfaction*

Job satisfaction is a person's positive or negative feelings about their job [11]. [5] in his Two-Factor Theory distinguishes motivator factors (e.g., achievement, recognition, responsibility) and hygiene factors (e.g., company policies, working conditions) that influence job satisfaction. Job satisfaction acts as a mediating variable between organizational culture and WLB on employee performance. Studies by the Department

of Education and Culture Cilacap (2025) and the health sector (2025) show that job satisfaction enhances the positive relationship between supportive organizational practices, WLB policies, and employee performance.

#### **2.4 Employee Performance**

Employee performance is the result of individual work that reflects the effectiveness and efficiency in completing tasks according to their responsibilities [12]. Good performance is important for improving service, productivity, and competitiveness of banks. Performance is influenced by organizational culture, WLB, and job satisfaction. Research by [2] and [9] shows that the combination of a good organizational culture and a balanced WLB, mediated by job satisfaction, significantly improves employee performance.

#### **2.5 The Role of Job Satisfaction as a Mediating Variable**

Job satisfaction serves as a mediating variable because it explains the mechanism by which organizational culture and work-life balance influence employee performance. Employees who are satisfied with their work environment and work-life balance tend to be more motivated, loyal, and productive [9], [13]. In this model, organizational culture and work-life balance influence employee performance both directly and indirectly through job satisfaction. In other words, job satisfaction acts as a bridge that strengthens the influence of organizational culture and work-life balance on employee performance.

#### **2.6 Relationship between Research Variables**

##### **2.6.1 Organizational Culture and Job Satisfaction**

A positive organizational culture shapes norms, values, and work practices that support a conducive work environment. Employees who feel valued, recognized for their achievements, and work under supportive leadership tend to be more satisfied with their jobs. Research by [14] shows that organizational culture has a positive and significant effect on employee job satisfaction at PT BPR BKK Demak. This means that the stronger the organizational culture, the higher the employee job satisfaction.

##### **2.6.2 Work-Life Balance and Job Satisfaction**

Work-Life Balance reflects an employee's ability to balance the demands of work and personal life. Employees who maintain this balance tend to be more focused, motivated, and satisfied with their work. A study by [14] also found that WLB positively influences job satisfaction, suggesting that a good WLB can significantly increase employee satisfaction levels.

##### **2.6.3 Organizational Culture and Employee Performance**

A strong organizational culture not only influences job satisfaction but also directly impacts employee performance. Norms, values, effective communication, and supportive leadership encourage employees to be more disciplined, proactive, and productive. Research at the Bank Indonesia Representative Office in Riau Province shows that organizational culture significantly impacts employee performance, emphasizing its importance in improving work performance.

##### **2.6.4 Work-Life Balance and Employee Performance**

Employees who maintain a good work-life balance have the energy, focus, and motivation to perform optimally. Research by [15] shows that WLB positively impacts

employee performance, demonstrating that employee well-being outside of work impacts work productivity.

### 2.6.5 Job Satisfaction and Employee Performance

Job satisfaction plays a crucial role in boosting employee motivation, loyalty, and commitment to their tasks. Employees who are satisfied with their jobs and work environment will demonstrate higher performance. [16] demonstrated that job satisfaction has a significant positive effect on employee performance at the Samarinda Water Company (PDAM).

### 2.6.6 Organizational Culture through Job Satisfaction on Employee Performance (mediation)

Job satisfaction bridges the influence of organizational culture on employee performance. A positive organizational culture increases job satisfaction, which in turn impacts performance. This is supported by research by [17] and [14], which shows that job satisfaction mediates the relationship between organizational culture and employee performance.

### 2.6.7 Work-Life Balance through Job Satisfaction on Employee Performance (mediation)

Work-Life Balance also indirectly impacts employee performance through job satisfaction. Employees who experience a balance between work and personal life are more satisfied with their jobs, and this job satisfaction increases employee motivation, discipline, and productivity. Research by [18] shows that job satisfaction acts as a mediating variable that strengthens the influence of WLB on employee performance in the healthcare sector.

### 2.6.8 Conceptual Framework

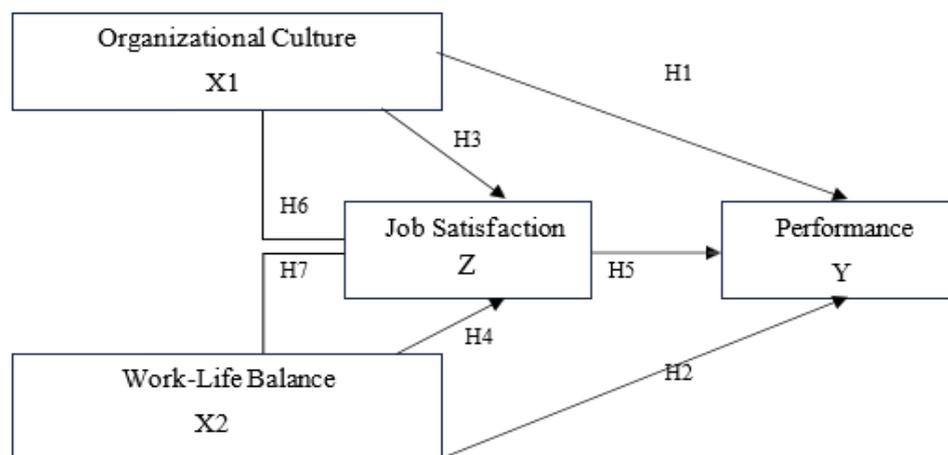


Figure 1. Conceptual Framework

#### Hypothesis

- H1: Organizational culture has a positive and significant influence on job satisfaction.
- H2: Work-life balance has a positive and significant effect on job satisfaction.
- H3: Organizational culture has a positive and significant influence on employee performance.
- H4: Work-life balance has a positive and significant impact on employee performance.
- H5: Job satisfaction has a positive and significant effect on employee performance.

H6: Job satisfaction mediating the influence of organizational culture on employee performance.

H7: Job satisfaction mediating the influence of work-life balance on employee performance.

### 3. METHODS

A population is the entirety of objects or subjects possessing certain characteristics determined by researchers to be studied and conclusions drawn [19]. In this study, the population was all 50 employees at PT Bank Maluku Malut, Ambon Main Branch.

This study used a saturated sampling technique (census), where all members of the population were selected as respondents. Therefore, the sample size for this study was 50 employees, thus using the entire population as the unit of observation.

Table 1. Operational Definition of Variables

Research Variables	Operational Definition	Indicator
<b>Organizational Culture (X1)</b>	Organizational culture is a system of values, norms, and habits within an organization that influences employee behavior and work methods in achieving organizational goals.	<ul style="list-style-type: none"> <li>a. Organizational values and norms</li> <li>b. Supportive leadership</li> <li>c. Organizational communication</li> <li>d. Teamwork</li> <li>e. Awards and recognition</li> </ul>
<b>Work-Life Balance (X2)</b>	Work-life balance is an employee's ability to balance the demands of work and personal life to avoid role conflict.	<ul style="list-style-type: none"> <li>a. Work-life balance</li> <li>b. Minimal conflict between work and personal life</li> <li>c. Organizational support for personal life</li> </ul>
<b>Job Satisfaction (Z)</b>	Job satisfaction is an employee's positive feelings towards their job based on an assessment of various aspects of the job.	<ul style="list-style-type: none"> <li>a. Satisfaction with the job itself</li> <li>b. Satisfaction with superiors</li> <li>c. Satisfaction with coworkers</li> <li>d. Satisfaction with the work environment</li> <li>e. Satisfaction with career development</li> </ul>
<b>Employee Performance (Y)</b>	Employee performance is the work results achieved by employees in accordance with their responsibilities effectively and efficiently.	<ul style="list-style-type: none"> <li>a. Quality of work</li> <li>b. Quantity of work</li> <li>c. Punctuality</li> <li>d. Work discipline</li> <li>e. Responsibility</li> <li>f. Initiative</li> <li>g. Cooperation</li> </ul>

Source: [6], [11], [20].

### 4. RESULTS AND DISCUSSION

#### 4.1 Model Structure Testing (Inner Model)

After conducting the outer model test, the next step is to conduct the inner model test. Inner model testing, or model structure testing, is conducted to examine the relationship between constructs, significance values, and R-square of the research model.

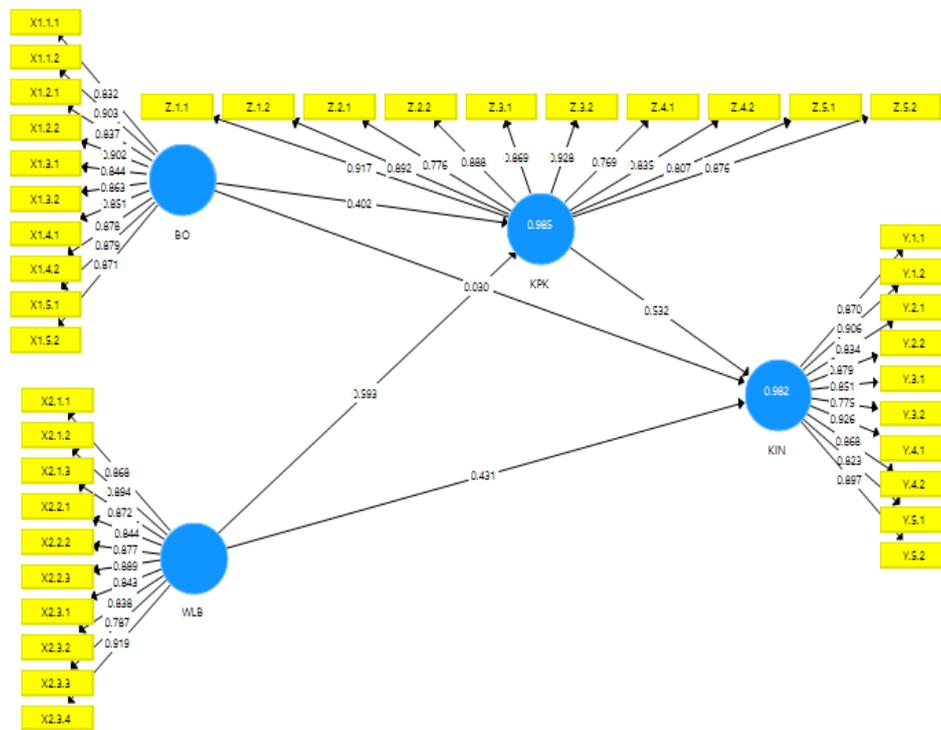


Figure 2. Structural Model  
Source: SmartPLS 3, 2026

The evaluation of the PLS structural model begins by examining the R-square of each dependent latent variable. Figure 4.2 above shows the estimated R-square using PLS, the values of which can be seen in the table below.

Table 2. R-Square Value

Variables	R-Square
Job Satisfaction (Z)	0.985
Performance (Y)	0.982

In this study, one dependent variable was used, namely performance (Y), which was influenced by two independent variables, namely Organizational Culture (X1) and Work-Life Balance (X2), as well as the intervening variable of job satisfaction (Z). The job satisfaction variable was influenced by organizational culture and work-life balance.

The R-Square value of 0.982 for the performance variable indicates that 98.2% of the variation in performance can be explained by organizational culture, work-life balance, and job satisfaction, while the remainder is influenced by other variables outside the study. Meanwhile, the R-Square value of 0.985 for job satisfaction indicates that 98.5% of the variation in job satisfaction is influenced by organizational culture and work-life balance.

## 4.2 Hypothesis Testing

### 4.2.1 The Influence of Direct Relationships

Table 3. Direct Relationship

Construct	T Statistics	P Values
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Job satisfaction→Performance	3.121	0.002
Organizational culture→Job satisfaction	2,681	0.008
Organizational culture→Performance	0.145	0.158
Work-Life Balance→Job satisfaction	3,973	0.000
Work-Life Balance→Performance	2,570	0.010

Source: Processed Data, 2026

#### Explanation:

##### The Influence of Job Satisfaction on Performance

The test results show that job satisfaction has a positive and significant effect on performance. This is indicated by a t-statistic of  $3.121 > 1.96$  and a p-value of  $0.002 < 0.05$ . Therefore, it can be concluded that the higher the level of job satisfaction experienced by employees, the higher their performance will be. Therefore, the hypothesis that job satisfaction influences performance is accepted.

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

The test results show that organizational culture has a positive and significant effect on job satisfaction. This is evidenced by a t-statistic of  $2.681 > 1.96$  and a p-value of  $0.008 < 0.05$ . This means that the better the implementation of organizational culture in a company, the higher the level of employee job satisfaction. Therefore, the hypothesis that organizational culture influences job satisfaction is accepted.

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

The test results indicate that organizational culture does not significantly influence employee performance. This is evident from the t-statistic of  $0.415 < 1.96$  and the p-value of  $0.158 > 0.05$ . This indicates that the existing organizational culture has not been able to directly improve employee performance. Therefore, the hypothesis that organizational culture influences performance is rejected.

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

The test results show that work-life balance has a positive and significant effect on job satisfaction. This is evidenced by a t-statistic of  $3.973 > 1.96$  and a p-value of  $0.000 < 0.05$ . This means that the better the balance between work and personal life of employees, the higher the level of job satisfaction they feel. Therefore, the hypothesis that work-life balance influences job satisfaction is accepted.

##### The Influence of Work-Life Balance on Performance

The test results show that work-life balance has a positive and significant effect on employee performance. This is indicated by a t-statistic of  $2.570 > 1.96$  and a p-value of  $0.010 < 0.05$ . This indicates that balance between work and personal life can improve employee performance in carrying out their duties. Thus, the hypothesis stating that work-life balance affects performance is accepted.

#### 4.2.2 Indirect Relationship Influence

Table 4. Indirect Relationships

Construct	T Statistics	P Values
Organizational culture→Job satisfaction→Performance	2,000	0.046
Work-Life Balance→Job satisfaction→Performance	2,328	0.020

**Explanation:****The Influence of Organizational Culture on Performance through Job Satisfaction**

The test results show that organizational culture indirectly influences performance through job satisfaction. This is indicated by a t-statistic value of  $2,000 > 1.96$  and a p-value of  $0.046 < 0.05$ , thus the effect is declared significant. These results indicate that job satisfaction can mediate the relationship between organizational culture and employee performance. This means that a good organizational culture can increase employee job satisfaction, which ultimately has an impact on improved performance. Thus, the hypothesis that job satisfaction mediates the influence of organizational culture on performance is accepted.

**The Influence of Work-Life Balance on Performance through Job Satisfaction**

The test results show that work-life balance indirectly influences performance through job satisfaction. This is evidenced by the t-statistic value of  $2.328 > 1.96$  and p-value of  $0.020 < 0.05$ , so the effect is significant. These results indicate that job satisfaction can mediate the relationship between work-life balance and employee performance. This means that the better the balance between work life and personal life of employees, the higher the job satisfaction felt and ultimately can improve employee performance. Thus, the hypothesis that job satisfaction mediates the effect of work-life balance on performance is accepted.

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

The results of the study indicate that organizational culture does not significantly influence employee performance, with a t-statistic of  $0.145 (<1.96)$  and a p-value of  $0.158 (>0.05)$ . This finding indicates that the existing organizational culture has not been able to directly improve employee performance. Theoretically, organizational culture is a system of values, norms, and beliefs that guide the behavior of organizational members [11]. However, in practice, the influence of organizational culture on performance is not always direct. The results of this study are in line with previous research which stated that organizational culture does not directly influence performance, but can influence other variables such as job satisfaction.

**The Influence of Work-Life Balance on Employee Performance**

The results of the study indicate that work-life balance has a positive and significant effect on employee performance with a t-statistic of  $2,570 (>1.96)$  and a p-value of  $0.010 (<0.05)$ . This indicates that the better the balance between work and personal life of employees, the higher the resulting performance. Work-life balance allows employees to manage the demands of work and personal life in a balanced manner, thereby reducing work stress and increasing productivity. The results of this study are in line with the findings of [21] who stated that work-life balance has a positive effect on employee performance.

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

The results of the study indicate that organizational culture has a positive and significant effect on job satisfaction with a t-statistic of  $2.681 (>1.96)$  and a p-value of  $0.008 (<0.05)$ . This indicates that the implementation of a good organizational culture can create a conducive work environment, thereby increasing employee job satisfaction. A strong organizational culture can form harmonious working relationships, improve teamwork, and create a sense of belonging to the organization. This finding is in line with previous research that stated that organizational culture has a positive influence on employee job satisfaction.

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

The results of the study indicate that work-life balance has a positive and significant effect on job satisfaction with a t-statistic of  $3.973 (>1.96)$  and a p-value of  $0.000 (<0.05)$ . This indicates that

work-life balance is an important factor in increasing employee job satisfaction. Employees who are able to manage their time between work and personal life well tend to have lower stress levels and feel more comfortable at work. The results of this study are in line with the research of [21] which states that work-life balance has a strong relationship with job satisfaction.

#### **The Influence of Job Satisfaction on Employee Performance**

The results of the study indicate that job satisfaction has a positive and significant effect on employee performance with a t-statistic of 3.121 ( $>1.96$ ) and a p-value of 0.002 ( $<0.05$ ). This indicates that the higher the level of job satisfaction felt by employees, the better the resulting performance. Employees who feel satisfied with their jobs tend to have higher work motivation, commitment to the organization, and responsibility in completing tasks. This finding is in line with the research of [22] which states that job satisfaction has a positive relationship with employee performance.

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

The results of the study indicate that organizational culture significantly influences performance through job satisfaction, with a t-statistic of 2.000 ( $>1.96$ ) and a p-value of 0.046 ( $<0.05$ ). This indicates that job satisfaction acts as a mediating variable in the relationship between organizational culture and employee performance. In other words, organizational culture does not directly improve performance, but first increases employee job satisfaction, which ultimately impacts performance improvement. This finding indicates the presence of full mediation.

#### **The Influence of Work-Life Balance on Performance through Job Satisfaction**

The results of the study indicate that work-life balance significantly influences performance through job satisfaction with a t-statistic of 2.328 ( $>1.96$ ) and a p-value of 0.020 ( $<0.05$ ). This indicates that job satisfaction can mediate the relationship between work-life balance and employee performance. Employees who have a good work-life balance tend to feel more satisfied with their jobs, which can improve performance. This finding indicates the presence of partial mediation because work-life balance also has a direct influence on employee performance.

### **CONCLUSION**

Based on the research results, it can be concluded that organizational culture does not directly influence employee performance. This indicates that existing cultural values within the organization are not yet fully capable of directly driving performance improvements. Work-life balance has been shown to have a positive effect on employee performance. Employees who are able to balance work and personal life tend to have better physical and mental health, enabling them to perform more optimally.

Organizational culture also influences job satisfaction. A work environment with positive values, norms, and relationships can create a sense of comfort for employees, thereby increasing job satisfaction. Furthermore, work-life balance has been shown to increase job satisfaction because employees can better manage their time between work and personal life. Job satisfaction itself has been shown to positively impact employee performance. Employees who are satisfied with their jobs tend to have higher motivation and work enthusiasm, leading to better performance.

Furthermore, job satisfaction also acts as a mediating variable. Organizational culture can improve performance through increased job satisfaction, while work-life balance can improve performance both directly and through job satisfaction. Thus, job satisfaction is a crucial factor in improving employee performance within an organization.

### **SUGGESTION**

Organizations are advised to strengthen the implementation of organizational culture and improve employee work-life balance to increase job satisfaction and performance. Furthermore,

further research is expected to include other variables such as leadership, motivation, or work environment to obtain more comprehensive results.

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