

The Effect of Organizational Culture and Worklife Balance on Employee Performance through Job Satisfaction

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Abstract

This study aims to examine and analyze the influence of organizational culture and worklife balance on employee performance through job satisfaction among third-party employees at the Bank Indonesia Malang Representative Office. The research development is conducted by testing and analyzing both the direct influence of organizational culture and worklife balance on employee performance and their indirect influence through job satisfaction. This study is a quantitative research, employing a saturated sampling technique. The respondents consist of 74 third-party employees at the Bank Indonesia Malang Representative Office. The study utilizes multivariate data analysis techniques, as it analyzes more than one variable, using the Structural Equation Modeling (SEM) method with the WarpPLS 7.0 application. Overall, the research findings indicate that organizational culture and work-life balance have a positive and significant impact on both employee performance and job satisfaction, while job satisfaction also has a positive and significant impact on employee performance. As a result, employee performance becomes more productive and contributes positively to the institution's success and reputation.

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1. Introduction

In Human Resource Management, an organization needs to understand the factors that influence employee performance, including organizational culture and work-life balance. Work-life balance involves an individual's ability to manage multiple demands in life simultaneously, where the level of involvement aligns with the dual roles an employee has (Hudson, 2005), supported by a strong organizational culture. Therefore, organizations need to pay close attention to organizational culture and work-life balance, as these two factors play a significant role in determining productivity, satisfaction, and the success of employees in carrying out their duties. A positive organizational culture fosters employees who perform their tasks and responsibilities voluntarily and earnestly, just as balance in work is an essential factor that supports improved employee performance.

Mangkunegara (2005) defines organizational culture as a set of assumptions or belief systems, values, and norms developed within an organization that serve as behavioral guidelines for its members in dealing with external adaptation and internal integration issues. According to Luthans (2006), organizational culture consists of norms and values that guide the behavior of organization members. Research conducted by Kanuto (2024) and Anggara & Winarno (2020) indicates that organizational culture has a positive and significant impact on employee performance. However, empirical studies by Abid (2024) and Haryanti (2014) state that organizational culture does not influence employee performance.

Novelia (2013), as cited in Anggara & Winarno (2020), describes work-life balance as a balance between work life and life outside work, such as family, social, and community activities, which can be interpreted as a concept depicting the balance between work and personal life. According to Lockwood (2003), work-life balance is a state of equilibrium between two

demands, where work and an individual's personal life hold equal importance. This balance is crucial to ensure that employees do not feel overwhelmed by work demands, allowing them to maintain a satisfying and healthy personal life and have enough energy to fulfill their duties and responsibilities. This is reflected in research conducted by Rohmatiah et al. (2023) and Anggara & Winarno (2020), which found that the balance between work involvement and family engagement is well-maintained, leading to a positive and significant impact of work-life balance on employee performance. However, Rahmawati et al. (2021) argue that work-life balance negatively affects performance because employees fail to allocate time properly or balance work with life outside of work, thereby reducing their performance.

Job satisfaction is also a factor that influences employee performance improvement. As stated by Sedarmayanti (2001), adequate job satisfaction encourages enthusiasm and creativity at work, resulting in good performance. Wirawan (2013) asserts that people's positive or negative feelings and attitudes toward their jobs have implications for both themselves and the organization. Robbins (2016) defines job satisfaction as an individual's overall attitude toward their job, which reflects the alignment between their expectations and the rewards provided by their job. If an individual is satisfied with their job, they enjoy it and are motivated to perform well, leading to high performance. Conversely, dissatisfaction leads to a lack of motivation and a decline in performance. Empirical studies conducted by Abid (2024) and Asari (2022) on job satisfaction and organizational performance show that job satisfaction affects employee performance. This is reinforced by research by Latif et al. (2013), cited in Maesaroh (2017), which states that there is a positive correlation between employee job satisfaction and organizational performance. This aligns with Robbins' (2016) perspective that job satisfaction is an individual's overall attitude toward their job, reflecting the match between their expectations and the rewards they receive.

According to Simanjuntak (2005), performance is the level of achievement of results in carrying out specific tasks. Performance is categorized into company performance and individual performance. Individual performance refers to the level of achievement or work results of an individual based on the targets to be achieved or tasks to be completed within a specific period. Meanwhile, company performance refers to the level of achievement in realizing company goals, which is an accumulation of the performance of all parts of the organization.

High performance demands on employees have become a fundamental aspect of an organization in maintaining its reputation and operational efficiency. Bank Indonesia is a public legal institution in Indonesia authorized to establish legal regulations as an implementation of laws binding the general public in accordance with its duties and authority. The research subject in this study is the Representative Office of Bank Indonesia in Malang. Based on observations, the study evaluates the performance assessment of third-party employees from one of the labor service providers within the research environment. Given the background and context mentioned, the objective of this research is to examine and analyze the influence of organizational culture and work-life balance on third-party employee performance at the Representative Office of Bank Indonesia in Malang through job satisfaction.

2. Methods

The type of research used in this study is quantitative research. The sampling technique employed in this research is the saturated sampling technique. The respondents of this study consist of 74 third-party employees at the Representative Office of Bank Indonesia in Malang.

In this study, the researcher used several methods to collect data, including observation, interviews, questionnaires, and documentation. The questionnaire distributed to respondents utilized a Likert scale. The data processing techniques used in this research include editing, coding, scoring, and tabulation, as suggested by Sugiyono (2019).

For the identification of research variables, the researcher used the following variables: Dependent Variable: Employee Performance (KP); Independent Variables: Organizational Culture (BO) and Worklife Balance (WB); Mediating Variable (MV): Job Satisfaction (KK). The operational definitions of variables used in this study are as follows:

- Organizational Culture (BO)**
The measurement indicators for Organizational Culture are based on the strategic cultural values of Bank Indonesia, as stated in PADG Intern No. 39 of 2023 on Organizational Culture and Work Culture of Bank Indonesia.
- Worklife Balance (WB)**
The measurement indicators for Work-Life Balance follow the framework proposed by McDonald (2005).
- Job Satisfaction (KK)**
The measurement indicators for Job Satisfaction are based on the framework of Luthans (2006).
- Employee Performance (KP)**
The measurement indicators for Employee Performance are based on Robbins (2016).

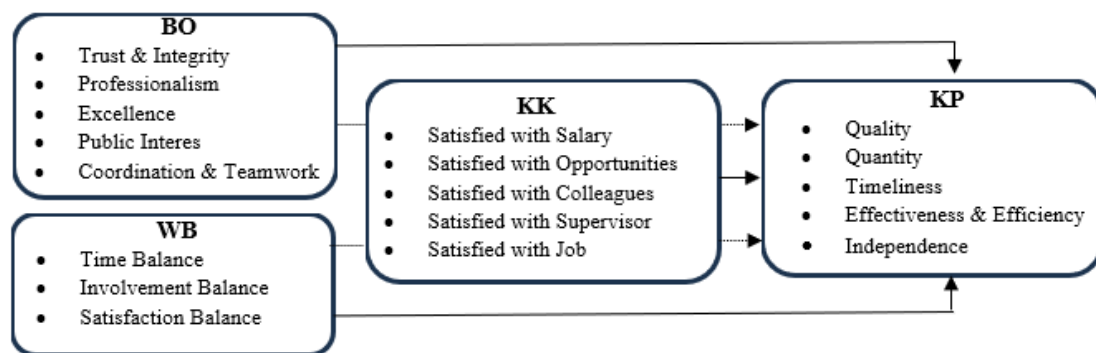


Figure 1. Conceptual Framework
Source: Development by Reseacher (2024)

This study employs a multivariate data analysis technique since more than one variable is analyzed, using the Structural Equation Modeling (SEM) method with the WarpPLS 7.0 application. According to Ghozali (2020), SEM analysis consists of two sub-models: the measurement model (outer model) and the structural model (inner model).

- The measurement model aims to test the reliability and validity of the indicators that form the constructs.
- The structural model is used to determine the relationships between variables or constructs within the model by testing direct effects-which include path-coefficient values and p-values-as well as indirect effects.

3. Results and Discussion

3.1. Results

Table 1. Research Model Testing

Infomation	Value	Ideal
Average path coefficient (APC)	0.308; P<0.001	<=0.05
Average R-squared (ARS)	0.574; P<0.001	<=0.05
Average adjusted R-squared (AARS)	0.555; P<0.001	<=0.05
Average block VIF (AVIF)	1.559	<= 3.3
Average full collinearity VIF (AFVIF)	2.318	<= 3.3
Tenenhaus GoF (GoF)	0.674	besar
Sympson's paradox ratio (SPR)	1	1
R-squared contribution ratio (RSCR)	1	1
Statistical suppression ratio (SSR)	1	>= 0.7
Nonlinear bivariate causality direction ratio (NLBCDR)	1	>= 0.7

Source: Data Processed (2024)

Based on Table 1, it can be seen that the model has a good fit, where the p-value for Average Path Coefficient (APC), Average R-square (ARS), and Average Adjusted R-square (AARS) is < 0.001, with APC = 0.308, ARS = 0.574, and AARS = 0.555.

Similarly, the Average Full Collinearity Variance Inflation Factor (AFVIF) value is < 3.3, indicating that there is no multicollinearity problem within the model. The Goodness of Fit (GoF) value is 0.674 > 0.36, which means that the model fit is very good.

Table 2. Validity Testing (Combined Loading and Cross Loading)

Idk.	Organizational Culture	Worklife Balance	Job Satisfaction	Employee Performance	Type (a defined)	SE	P value
BO.1	(0.659)	-0.123	-0.453	-0.214	Reflect	0.066	<0.001
BO.2	(0.875)	-0.016	0.047	-0.005	Reflect	0.067	<0.001
BO.3	(0.853)	0.093	0.143	0.087	Reflect	0.066	<0.001
BO.4	(0.834)	0.066	0.097	-0.177	Reflect	0.065	<0.001
BO.5	(0.720)	-0.054	0.075	0.304	Reflect	0.066	<0.001
WB.1	-0.058	(0.891)	-0.120	0.019	Reflect	0.066	<0.001
WB.2	-0.277	(0.886)	-0.137	0.098	Reflect	0.066	<0.001
WB.3	0.380	(0.782)	0.293	-0.133	Reflect	0.065	<0.001
KK.1	-0.455	0.227	0.724	-0.239	Reflect	0.066	<0.001
KK.2	0.051	-0.261	0.860	-0.053	Reflect	0.066	<0.001
KK.3	0.287	-0.052	0.825	-0.093	Reflect	0.066	<0.001
KK.4	-0.149	-0.038	0.811	0.067	Reflect	0.066	<0.001
KK.5	0.211	0.166	0.805	0.299	Reflect	0.067	<0.001
KP.1	0.127	0.074	-0.183	0.877	Reflect	0.066	<0.001
KP.2	-0.043	-0.080	-0.187	0.906	Reflect	0.065	<0.001
KP.3	-0.088	-0.249	0.086	0.873	Reflect	0.066	<0.001
KP.4	-0.207	0.109	0.102	0.858	Reflect	0.065	<0.001
KP.5	0.121	0.174	0.222	0.753	Reflect	0.065	<0.001

Source: Data Processed (2024)

The calculations from WarpPLS 7.0 in Table 2 show that each value for the cross-loading factor has reached a value above 0.7 with a p-value below 0.001, thus meeting the criteria for convergent validity.

Table 3. Comparison of the Roots of AVE with Correlation Between Variables

	Organizational Culture	Worklife Balance	Job Satisfaction	Employee Performance
Organizational Culture	0.793	0.582	0.573	0.603
Worklife Balance	0.582	0.855	0.708	0.629
Job Satisfaction	0.573	0.708	0.806	0.573
Employee Performance	0.603	0.629	0.753	0.855

Source: Data Processed (2024)

Based on Table 3, it is observed that the square root of the AVE value for each construct (located on the diagonal line) is greater than the correlation between constructs, indicating good discriminant validity.

Table 4. Reliability Testing

No	Variable	Composite reliability
1	Organizational Culture	0.893
2	Worklife Balance	0.885
3	Job Satisfaction	0.902
4	Employee Performance	0.931

Source: Data Processed (2024)

Based on Table 4, it is observed that the composite reliability value for each construct is greater than 0.7, thereby meeting the internal consistency reliability criteria.

Table 5. Direct Influence Path Coefficient Value

No.	Independent Variable	Dependent Variable	Path coefficient	p-value	Information
1	Organizational Culture	Employee Performance	0.352	< 0,001	Significant
2	Worklife Balance	Employee Performance	0.319	0,002	Significant
3	Organizational Culture	Job Satisfaction	0.151	< 0,001	Significant
4	Worklife Balance	Job Satisfaction	0.675	< 0,001	Significant
5	Job Satisfaction	Employee Performance	0.175	< 0,001	Significant

Source: Data Processed (2024)

- a. The Influence of Organizational Culture on Employee Performance
Based on Table 5, the test results for the Organizational Culture variable on Employee Performance show a path coefficient value of 0.352 with a p-value < 0.001. Since the p-value < 0.001 is smaller than α ($0.001 < 0.05$), H_0 is rejected. Thus, there is a positive and significant influence of Organizational Culture on Employee Performance.
- b. The Influence of Work-Life Balance on Employee Performance
Based on Table 5, the test results for the Worklife Balance variable on Employee Performance show a path coefficient value of 0.319 with a p-value of 0.002. Since the p-value of 0.002 is smaller than α ($0.002 < 0.05$), H_0 is rejected. Thus, there is a positive and significant influence of Work-Life Balance on Employee Performance.
- c. The Influence of Organizational Culture on Job Satisfaction
Based on Table 5, the test results for the Organizational Culture variable on Job Satisfaction show a path coefficient value of 0.151 with a p-value < 0.001. Since the p-value < 0.001 is smaller than α ($0.001 < 0.05$), H_0 is rejected. Thus, there is an influence of Organizational Culture on Job Satisfaction.
- d. The Influence of Work-Life Balance on Job Satisfaction
Based on Table 5, the test results for the Work-Life Balance variable on Job Satisfaction show a path coefficient value of 0.675 with a p-value < 0.001. Since the p-value < 0.001 is smaller than α ($0.001 < 0.05$), H_0 is rejected. Thus, there is a positive and significant influence of Work-Life Balance on Job Satisfaction.
- e. The Influence of Job Satisfaction on Employee Performance
Based on Table 5, the test results for the Job Satisfaction variable on Employee Performance show a path coefficient value of 0.175 with a p-value < 0.001. Since the p-value < 0.001 is smaller than α ($0.001 < 0.05$), H_0 is rejected. Thus, there is an influence of Job Satisfaction on Employee Performance.

Table 6. Indirect Path Influence Coefficient

Independent Variables	Mediating Variable	Dependent Variable	Path coefficient	p-value	Information
Organizational Culture	Job Satisfaction	Employee Performance	0,176	< 0,001	Significant
Worklife Balance	Job Satisfaction	Employee Performance	0,178	< 0,001	Significant

Source: Data Processed (2024)

The indirect influence of Organizational Culture on Employee Performance through Job Satisfaction is 0.176, which is smaller than the direct influence of Organizational Culture on Employee Performance, which is 0.352. Similarly, the indirect influence of Work-Life Balance on Employee Performance through Job Satisfaction is 0.178, which is smaller than the direct influence of Work-Life Balance on Employee Performance, which is 0.319. Thus, it can be concluded that the effect of Organizational Culture on Employee Performance through Job Satisfaction is weaker than its direct effect, and likewise, the effect of Work-Life Balance on Employee Performance through Job Satisfaction is also weaker than its direct effect.

Based on the above calculations, the independent variable with the strongest influence on Job Satisfaction is Work-Life Balance, with a coefficient of 0.659. Meanwhile, the independent variable with the strongest influence on Employee Performance is Organizational Culture, with a

coefficient of 0.357. Additionally, the independent variable with the strongest influence on Employee Performance through the mediating variable of Job Satisfaction is Work-Life Balance, with a coefficient of 0.659.

3.2. Discussion

The coefficient of determination for Employee Performance is 0.54. This means that the model contributes 54% in explaining the structural relationship between Organizational Culture and Work-Life Balance on Employee Performance, categorizing it as a strong model, while the remaining 46% is explained by other variables not included in the model.

The coefficient of determination for Job Satisfaction is 0.60. This indicates that the model contributes 60% in explaining the structural relationship between Organizational Culture and Work-Life Balance on Job Satisfaction, categorizing it as a strong model, while the remaining 40% is explained by other variables not included in the model.

Table 7. Effect size (f^2)

No.	Independent Variables	Dependent Variable	Effect size (f^2)	Information
1	Organizational Culture	Employee Performance	0,217	Moderate
2	Worklife Balance	Employee Performance	0,225	Moderate
3	Organizational Culture	Job Satisfaction	0.094	Moderate
4	Worklife Balance	Job Satisfaction	0,502	Big
5	Job Satisfaction	Employee Performance	0.053	Moderate

Source: Data Processed (2024)

The effect size (f^2) of the Organizational Culture variable on Employee Performance is $0.217 < 0.35$ and on Job Satisfaction is $0.094 < 0.35$, which falls into the moderate category. The effect size (f^2) of the Work-Life Balance variable on Employee Performance is $0.225 < 0.35$, which is categorized as moderate, and on Job Satisfaction is $0.502 > 0.35$, which falls into the large category. Meanwhile, the effect size (f^2) of the Job Satisfaction variable on Employee Performance is $0.053 < 0.35$, indicating that it falls into the moderate category.

Table 8. Summary of Hypothesis Testing

No	Hypothesis	Path Coefficient	p-value	Conclusion
1	H1. Organizational culture influences employee performance	0,352	< 0,001	Accepted
2	H2. Organizational culture influences job satisfaction	0,319	< 0,001	Accepted
3	H3. <i>Worklife Balance</i> influences employee performance	0,151	0,002	Accepted
4	H4. <i>Worklife Balance</i> influences job satisfaction	0,675	< 0,001	Accepted
5	H5. Job satisfaction influences employee performance	0,178	< 0,001	Accepted
6	H6. Organizational culture influences employee performance through job satisfaction	0,175	< 0,001	Accepted
7	H7. <i>Worklife Balance</i> influences employee performance through job satisfaction	0,176	< 0,001	Accepted

Source: Data Processed (2024)

The data analysis results indicate that organizational culture has a direct positive and significant impact on Employee Performance and Job Satisfaction. This means that implementing the organization's cultural values can enhance employee performance and job satisfaction, as demonstrated in the study conducted by Abadiyah and Purwanto (2016). This is reflected in the average responses for each indicator, where the majority of responses were "Strongly Agree" (61%) and "Agree" (38%). This indicates that most employees strongly agree that the organization operates based on clear ethical principles and values. This serves as an important foundation for better collaboration, higher performance, and deeper employee engagement.

The data analysis results also indicate that Work-Life Balance has a direct positive and significant impact on Employee Performance and Job Satisfaction within the Representative Office of Bank Indonesia Malang. This is reflected in the highest response rates of "Strongly Agree" (51%) and "Agree" (44%), indicating that employees feel highly satisfied with the organization's efforts in maintaining time balance, involvement balance, and opportunity balance.

This study aligns with previous research by Asari (2022), which found that employees who maintain a good work-life balance tend to exhibit higher performance and job satisfaction. Similarly, research by Rumawas et al. (2018) found that work-life balance significantly influences performance and job satisfaction. This suggests that better organization of time between work and personal life can enhance employee job satisfaction, leading to greater productivity and improved work quality.

The data analysis also indicates that Job Satisfaction has a direct positive and significant impact on the performance of third-party employees at the Representative Office of Bank Indonesia Malang. This means that the higher the level of job satisfaction experienced by employees, the greater their performance. This is reflected in the average responses for each indicator, where the majority of responses were "Agree" (60%) and "Strongly Agree" (35%). This indicates that most third-party employees are satisfied with various aspects, such as salary, opportunities, colleagues, supervisors, and their work. However, continuous evaluation and employee feedback are essential to further enhance satisfaction.

This study is consistent with previous research by Haryadi and Wahyudi (2020), which found that employees who experience job satisfaction tend to improve their performance. The study by Akbar and Nurhidayati (2018) also found that job satisfaction has a positive and significant relationship with employee performance. This suggests that higher job satisfaction is associated with better employee performance. Employee performance improves when they are content with company policies, such as supervisory guidance, job roles, relationships with colleagues, and remuneration.

The description of the Employee Performance variable shows that the average responses for each indicator were "Agree" (60%) and "Strongly Agree" (32%). This indicates that most third-party employees have a positive perception of the quality and quantity of their work, discipline in working hours, effectiveness and efficiency, and their independence in completing assigned tasks. However, continuous evaluation and employee feedback are essential to identify areas for further improvement. This study aligns with previous research conducted by Terressa and Simarmata (2023), Sihombing et al. (2023), and Saraswati and Hakim (2019).

Implications

The findings of this study have theoretical implications for the development of concepts related to Organizational Culture, Work-Life Balance, Job Satisfaction, and Employee Performance. This study can serve as a reference for future research on the impact of Organizational Culture and Work-Life Balance on Employee Performance, with Job Satisfaction as a mediating factor. Further research in this area can help identify best practices for implementing Organizational Culture across various types of organizations and develop more effective strategies to support Work-Life Balance in enhancing Employee Performance and Job Satisfaction.

Empirically, this study demonstrates that Organizational Culture and Work-Life Balance significantly impact Employee Performance and Job Satisfaction. This is supported by the opinions of Haryadi and Wahyudi (2020), who confirmed that Organizational Culture has a significant effect on Employee Performance and Job Satisfaction, and Negara (2022), who supported the finding that Work-Life Balance significantly influences Employee Performance and Job Satisfaction. However, Job Satisfaction only partially mediates the relationship between Organizational Culture and Work-Life Balance with Employee Performance. As a result, this study does not fully align with previous research by Haryadi and Wahyudi (2020) and Negara (2022).

This study also provides practical implications for both organizations and employees. In terms of human resource development, understanding the practical implications of

Organizational Culture's impact on Employee Performance can help organizations take more targeted steps to build and maintain a productive and healthy culture while ensuring job satisfaction. Additionally, organizations can improve aspects of Organizational Culture and Work-Life Balance, such as integrity, professionalism, a work environment that supports work-life balance, employee development, and attractive compensation, to enhance employee satisfaction and ultimately increase employee loyalty to the organization.

For third-party employees, this study raises awareness of Organizational Culture values and Work-Life Balance practices implemented by the organization. This can motivate employees to deliver their best performance to the organization. Moreover, it highlights that Job Satisfaction can improve Employee Performance through fair compensation, job roles, supervisor support, relationships with colleagues, and opportunities provided by the organization.

4. Conclusion

Overall, the finding that Organizational Culture has a positive and significant impact on Employee Performance and Job Satisfaction emphasizes the importance of building and maintaining a healthy, productive, and supportive culture. Organizations can take appropriate steps to improve employee performance and satisfaction, ultimately leading to greater productivity and positive contributions to organizational success.

The finding that Work-Life Balance has a positive and significant impact on Employee Performance and Job Satisfaction highlights the importance of creating a work environment that supports balance between work and personal life. Organizations can implement measures to enhance employee well-being and create a workplace that fosters work-life balance, ultimately increasing employee productivity and commitment, which in turn enhances organizational performance.

The finding that Job Satisfaction has a positive and significant impact on Employee Performance indicates that improving employee satisfaction can lead to increased productivity and work quality. Organizations that focus on creating a supportive work environment for employee satisfaction will benefit in terms of employee performance and overall organizational success. Satisfied employees are not only more productive but also contribute positively, which can have a lasting impact on the organization.

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