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Optimization Employee Performance Through Role Work Life Balance And Work Environment

Muchammad Fikri^{1*}, Kabul Wahyu Utomo², Zainur Hidayah³

¹Universitas Terbuka, Indonesia, email:muchammadfikri@gmail.com

²Universitas Terbuka, Indonesia, email:kabulwahyu@ecampus.ut.ac.id

³Universitas Terbuka, Indonesia, email:zainur@ecampus.ut.ac.id

*Corresponding Author: muchammadfikri@gmail.com

Abstract: This study aims to analyze the influence of work-life balance and work environment on employee performance, with job satisfaction and organizational commitment as intervening variables. Data collection in this study was conducted through a survey approach with a descriptive quantitative research type, by distributing questionnaires to 103 respondents. The data analysis tool used in this study is SmartPLS 4.0. The results of this study indicate that, partially, work-life balance and job satisfaction have a positive and significant effect on performance. Partially, the work environment and organizational commitment have a positive but not significant effect on performance. Partially, work-life balance and work environment have a positive and significant effect on job satisfaction. Work-life balance has a positive but not significant effect on organizational commitment. The work environment has a positive and significant effect on organizational commitment. Job satisfaction mediates the effect of work-life balance on performance and the effect of the work environment on performance. Organizational commitment does not mediate the effect of work-life balance on performance nor the effect of the work environment on performance.

Keywords: Work Life Balance, Work Environment, Job Satisfaction, Organizational Commitment, Employee Performance

INTRODUCTION

Work-life balance or better known as work life balance is very important for employees. Based on the results of a survey from Jobstreet.com in October 2018 to 17,623 correspondents, it was found that 85% of correspondents admitted to not having a work-life balance (Jobstreet, 2014). Furthermore, a survey from LinkedIn.com in August to September 2019 to 7,000 Human Resources Professionals stated that 69% of correspondents agreed that work-life balance is part of one of the main factors that influence job satisfaction, followed by bonus factors and competitive benefits, colleagues and corporate culture, and open and effective management.

The results of the New World of Work study conducted by Microsoft on more than 200 respondents from Indonesia show a shift in views on conventional ways of working. One significant change is the challenge of achieving work-life balance. As many as 77% of

respondents from Indonesia stated that work-life balance is a very important aspect of their work, but only 47% felt successful in achieving it. In addition, the majority of respondents, around 93%, felt the need to remain available outside of working hours, beyond 5:00 p.m., in order to complete work tasks efficiently. This reflects a change in work dynamics that increasingly emphasizes flexibility and availability outside of working hours (Alam, 2016). Of course, this is a serious concern in terms of work-life balance.

Work-life balance is very important. This is because work-life balance is closely related to job satisfaction (Ganapathi, 2016). Employee job satisfaction will ultimately affect performance. Research conducted by (Judge et al, 2001) shows that there is a consistent positive relationship between job satisfaction and employee performance. The study conducted by researchers at the research site concluded that there was a decline in organizational performance value (NKO) consecutively from 2020 to 2021 and from 2021 to 2022. This consecutive performance decline needs to be further identified for its causes.

Imbalance between work and personal life can lead to decreased employee performance and increased absenteeism (Frone et al., 1997 in Kim, 2014). Studies at the research site showed that there were employees whose benefits had to be cut due to late attendance or other problems related to employee absence in the period 2020-2022. This shows that some employees experience problems related to work-life balance and organizational commitment problems at work.

Work life balance itself is defined as the ability of employees to have equal contribution and satisfaction in their work and home environments through minimal discussion, with expertise in unifying different commitments and determining existing priority scales (Handayani, 2015). Many studies have been conducted that examine the correlation between work life balance and performance. Mendis and Weerakkody (2017) stated that when employees have a balance between work and personal life, their performance will increase. Furthermore, research conducted by Dina (2018) and Lingga (2020) proved that work life balance has a significant effect on performance. Then followed by research by Badrianto et al. (2021), Arifin et al. (2022), Asari (2022) and (Putri & Frianto, 2023) which concluded that work life balance has a positive and significant correlation with performance. However, there is research that produces the opposite conclusion, namely research conducted by Rahmawati et al. (2021) where work life balance has a negative and insignificant effect on performance.

Another variable is the work environment because it is related to the flexibility of working hours. Research conducted by Taiwo (2009), Amusa et al (2013) and Nguyen et al (2014) stated that the work environment has a positive and significant effect on performance. Furthermore, research conducted by Raziq & Maulabakhsh (2015) concluded that a good work environment will increase employee productivity and performance. Further research was conducted by Siagian and Khair (2018) which concluded that there is a positive and significant correlation between the work environment and employee performance. Likewise with research conducted by (Elizar & Tanjung, 2018); Siagian and Khair (2018); (Farisi & Fani, 2019), (Yusnandar, 2019), Shanty & Mayangsari (2019), Arianto (2022) and (Nurkholifa & Budiono, 2022) which produced the same conclusion. Kurniawan and Srihandayani (2020) stated that the work environment has an influence on performance. On the other hand, research conducted by Sari (2013) showed that the work environment has a negative and insignificant effect on performance. Likewise, Nabawi (2019) concluded that the work environment does not affect performance.

Both work life balance and work environment have different research results when correlated with employee performance. Therefore, other variables are needed to bridge the relationship between work life balance and work environment on employee performance, namely job satisfaction and organizational commitment variables. According to Blum

(2017:67), job satisfaction is closely related to employee attitudes in carrying out tasks, working conditions, and interactions with the work environment. Meanwhile, organizational commitment according to Robbins (2001) is the extent to which an employee supports the institution and its goals and intends to maintain membership in the institution. With organizational commitment from employees, it is hoped that they can overcome problems related to performance which can ultimately improve employee and organizational performance.

Based on the gap research, researchers are very keen to study more deeply the Influence of Work-Life Balance and Work Environment on Employee Performance through Human Resource Job Satisfaction and Organizational Commitment Variables.

METHOD

This study uses a quantitative research method, which is an approach to investigating a particular population or sample. The sampling technique in this study uses the total sampling method or saturated sample. The research instrument used in this study is a questionnaire. The questionnaire that will be used as a data collection tool is first tested for the research instrument. The tests carried out are validity and reliability tests. Validity testing uses the criteria for the indicator correlation coefficient value with a total score (r_{IT}) > table correlation value (0.361, $n = 30$). Reliability testing uses the Cronbach's Alpha technique with the criteria for Cronbach's Alpha ≥ 0.6 . The data analysis technique uses the Partial Least Square (PLS) approach through SmartPLS 4.0 software.

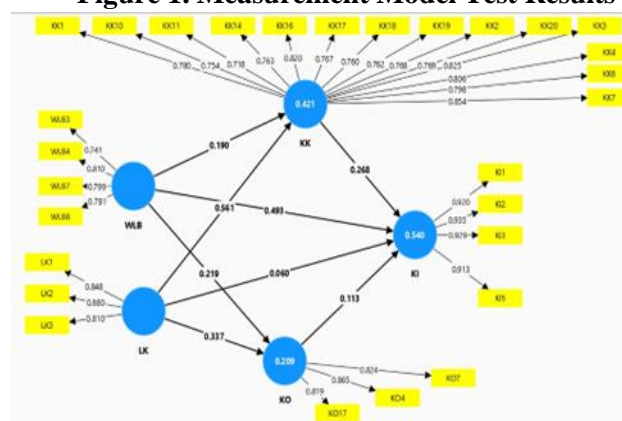
RESULTS AND DISCUSSION

Results

Convergent Validity and Composite Reliability Results

Convergent Validity 1st Order is intended to determine whether the indicator is valid in measuring dimensions or variables. An indicator is declared valid if the loading factor has a positive value and is greater than 0.7 (Yamin & Kurniawan, 2011). The results of the study showed that there were several variables that had loading factor values < 0.7 so that several indicators were deleted and produced a final loading factor value which overall met the convergent validity criteria of more than 0.7.

Figure 1. Measurement Model Test Results



Source: SmartPLS ver 4.0.0 results (2024)

Judging from the Figure, the loading factor value of each indicator has a number that exceeds 0.7. Thus, all indicators in the variables in this study have met the criteria for good convergent validity.

Next, AVE testing is also carried out. AVE is declared valid if it is greater than 0.5. Here are the results of the AVE test:

Table 1. AVE Test Results

Variables	AVE
KI	0.855
KK	0.612
KO	0.699
LK	0.717
WLB 1	0.613

Based on these results, all variables are declared valid because they have an AVE value > 0.5.

Furthermore, discriminant validity testing is carried out using cross loading with the criteria that if the loading factor value in a corresponding indicator is greater than the correlation value of the indicator with other indicators, then the indicator is declared valid in measuring the corresponding indicator. The cross loading results are presented in the following table:

Table 2. Results of discriminant validity testing

	KI	KK	KO	LK	WLB
KI1	0.920	0.511	0.421	0.333	0.615
KI2	0.935	0.521	0.342	0.471	0.585
KI3	0.929	0.459	0.388	0.350	0.582
KI5	0.913	0.517	0.436	0.444	0.616
KK1	0.423	0.780	0.415	0.395	0.336
KK10	0.423	0.754	0.380	0.366	0.186
KK11	0.501	0.718	0.466	0.406	0.302
KK14	0.334	0.763	0.378	0.641	0.291
KK16	0.436	0.820	0.345	0.567	0.293
KK17	0.362	0.767	0.396	0.724	0.318
KK18	0.361	0.760	0.335	0.479	0.209
KK19	0.344	0.762	0.355	0.430	0.285
KK2	0.468	0.768	0.355	0.451	0.363
KK20	0.370	0.769	0.321	0.462	0.299
KK3	0.465	0.825	0.516	0.453	0.311
KK4	0.400	0.806	0.339	0.438	0.208
KK6	0.401	0.798	0.350	0.412	0.219
KK7	0.620	0.854	0.387	0.496	0.390
KO17	0.247	0.402	0.819	0.438	0.180
KO4	0.433	0.430	0.865	0.387	0.326
KO7	0.378	0.389	0.824	0.187	0.302
LK1	0.438	0.631	0.388	0.848	0.257
LK2	0.340	0.482	0.339	0.880	0.315
LK3	0.296	0.433	0.294	0.810	0.254
WLB3	0.440	0.246	0.210	0.339	0.741
WLB4	0.603	0.369	0.403	0.303	0.810

WLB7	0.476	0.242	0.203	0.091	0.799
WLB8	0.479	0.277	0.151	0.269	0.781

Based on the cross loading measurements in the table above, it can be seen that overall the indicators that measure the work life balance variables, work environment variables, job satisfaction, organizational commitment, and performance produce a larger loading factor compared to the cross loading on other variables. Thus, it can be stated that the indicators that measure these variables are valid.

Reliability Testing

The calculations that can be used to test the reliability of the construct are Composite Reliability and Cronbach's Alpha. The testing criteria state that if the Composite Reliability is greater than 0.7 then the construct is declared reliable. On the other hand, if the Cronbach's Alpha is greater than 0.6 then the construct is declared reliable.

The results of the Composite Reliability and Cronbach's Alpha calculations can be seen in the summary presented in the following table:

Table 3. Results of Composite Reliability and Cronbach's Alpha Tests

Variables	Composite Reliability	Cronbach's Alpha
Performance	0.959	0.943
Job satisfaction	0.957	0.951
Organizational Commitment	0.874	0.787
Work environment	0.884	0.806
Work Life Balance	0.864	0.793

Based on the table above, it can be seen that the Composite Reliability value for the variables work life balance, work environment, job satisfaction, organizational commitment and performance is greater than 0.7. Thus, based on the Composite Reliability calculation, all indicators that measure the variables work life balance, work environment, job satisfaction, organizational commitment, and performance are declared reliable.

Cronbach's Alpha on the variables of work life balance, work environment, job satisfaction, organizational commitment, and performance is greater than 0.6. Thus, based on the calculation of Cronbach's Alpha, all indicators measuring the variables of work life balance, work environment, job satisfaction, organizational commitment, and performance are declared reliable.

R square and Q square test results

The following are the results of the R square and Q square tests.

Table 4. R square

Endogen	R Square
Job satisfaction	0.421
Organizational Commitment	0.209
Performance	0.540

$$Q^2 = 1 - \left[\frac{(1 - R_1)}{2} \right] \left[\frac{(1 - R_2)}{2} \right] \left[\frac{(1 - R_3)}{2} \right]$$

$$Q^2 = 1 - \left[\frac{(1 - 0.421)}{2} \right] \left[\frac{(1 - 0.209)}{2} \right] \left[\frac{(1 - 0.540)}{2} \right] = 0.789$$

The R-square of the job satisfaction variable is 0.421 (42.1%). This can indicate that the diversity of job satisfaction variables can be explained by work life balance and work environment by 42.1%, or in other words, the contribution of work life balance and work environment to job satisfaction is 42.1%, while the remaining 57.9% is the contribution of other variables not discussed in this study.

The R-square of the organizational commitment variable is 0.209 (20.9%). This can indicate that the diversity of organizational commitment variables can be explained by work life balance and work environment by 20.9%, or in other words, the contribution of work life balance and work environment to organizational commitment is 20.9%, while the remaining 79.1% is the contribution of other variables not discussed in this study.

The R-square of the performance variable is 0.540 (54%). This can indicate that the diversity of performance variables can be explained by work life balance, work environment, job satisfaction, and organizational commitment by 54%, or in other words, the contribution of work life balance, work environment, job satisfaction, and organizational commitment to performance is 54%, while the remaining 46% is the contribution of other variables not discussed in this study.

Q-Square predictive relevance (Q2) is worth 0.789 (78.9%). This can indicate that the diversity of performance variables can be explained by the model as a whole by 78.9%, or in other words the contribution of work life balance, work environment, job satisfaction, and organizational commitment to overall performance is 78.9%, while the remaining 21.1% is the contribution of other variables not discussed in this study.

Discussion

The results of testing the direct influence hypothesis obtained the following results:

Exogenous	Endogen	Path Coefficient	T Statistics	P Values	P Values (One Tailed)
Work Life Balance	Job satisfaction	0.190	2.022	0.043	0.022
Work Life Balance	Commitment Organizational	0.219	1,408	0.159	0.080
Work Life Balance	Performance	0.493	4.372	0.000	0.000
Work environment	Job satisfaction	0.561	7.355	0.000	0.000
Work environment	Commitment Organizational	0.337	1,914	0.056	0.028
Work environment	Performance	0.060	0.513	0.608	0.304
Job satisfaction	Performance	0.268	1,761	0.078	0.039
Commitment Organizational	Performance	0.113	0.847	0.397	0.199

Meanwhile, the results of testing the indirect influence hypothesis are as follows:

Exogenous	Mediation	Endogen	Indirect Coefficient	P Values	P Values (One Tailed)
Work Life Balance	Job satisfaction	Performance	0.051	0.227	0.114
Work environment	Job satisfaction	Performance	0.150	0.102	0.051
Work Life Balance	Commitment Organizational	Performance	0.025	0.639	0.320
Work environment	Commitment Organizational	Performance	0.038	0.425	0.213

The results of the mediation test will be explained per each variable relationship. From the results above, the following discussion can be made:

a. The influence of work life balance on employee performance

The influence of work life balance on performance produces a path coefficient of 0.493 with a one tailed p-value of 0.000. The test results show that the one tailed p-value < level of significance ($\alpha = 5\%$). This means that there is a positive and significant influence of work life balance on performance. Thus, the higher the work life balance tends to improve performance. This positive and significant influence is in line with research conducted by Mendis and Weerakkody (2017), Dina (2018), (Badrianto & Ekhsan, 2021), Arifin, M., & Agus, M. (2022), Asari (2022), Putri & Frianto (2023). When employees have a balance between work and personal life, their performance will increase (Mendis and Weerakkody, 2017). Motivation theories, such as Herzberg's Two-Factor Theory, suggest that factors related to job satisfaction (such as WLB) can increase motivation and performance. When employees feel that they have time for their personal lives, they are more likely to feel satisfied and motivated in their work.

b. The influence of work life balance on employee job satisfaction

The effect of work-life balance on job satisfaction produces a path coefficient of 0.190 with a one-tailed p-value of 0.022. The test results show that the one-tailed p-value < level of significance ($\alpha = 5\%$). This means that there is a positive and significant effect of work-life balance on job satisfaction. The positive effect of work-life balance on job satisfaction is in line with research conducted by Shadab & Arif (2015), Ganapathi (2016), Mendis and Weerakkody (2017), Maslichah (2017), (Rene & Wahyuni, 2018), Aliya & Saragih (2020), Aruldoss et al. (2022), Asari (2022) which shows that work-life balance has an effect on job satisfaction. Indicators such as time balance, participation, and satisfaction are associated with balanced results.

Motivation theories, such as Herzberg's Two Factor Theory, suggest that factors related to job satisfaction (such as WLB) can enhance motivation and performance. When employees feel they have time for their personal lives, they are more likely to be satisfied and motivated in their jobs.

c. The influence of work life balance on organizational commitment

The effect of work-life balance on organizational commitment produces a path coefficient of 0.219 with a one-tailed p-value of 0.080. The test results show that the one-tailed p-value > level of significance ($\alpha = 5\%$). This means that there is a positive and insignificant effect of work-life balance on organizational commitment. Thus, the higher the work-life balance tends to increase organizational commitment, although the increase is not significant. This study is in line with research conducted by Silva, Dutra, Veloso, Fischer, and Trevisan (2015) which also found a positive relationship between work-life balance and commitment to the organization. Similar findings were also obtained by Pradhan, Jena, and Kumari (2016) which showed a positive relationship between work-life balance and organizational commitment. Likewise with research conducted by Aruldoss et al. (2022) which states that work-life balance has a positive effect on work commitment. The existence of an insignificant effect is in line with research conducted by Rene & Wahyuni (2018).

According to Herzberg's motivation theory, the factors that influence job satisfaction and organizational commitment are different. Motivator factors such as achievement and recognition have a greater influence on organizational commitment than hygiene factors such as work-life balance. If motivator factors are not met, employees may not feel committed to the organization even though they have a good balance between work and personal life.

d. The influence of the work environment on employee performance

The influence of the work environment on performance produces a path coefficient of 0.060 with a one-tailed p-value of 0.304. The test results show that the one-tailed p-value > level of significance ($\alpha = 5\%$). This means that there is a positive and insignificant influence of the work environment on performance. Thus, the more conducive the work environment tends to improve performance, although the increase is not significant. The results of this study are in line with the results of research conducted by Arianto (2013) and Nabawi (2019). Performance may be more influenced by individual factors such as intrinsic motivation, skills, or employee experience. Employees who are highly motivated or skilled may be able to perform well regardless of the conditions of their work environment. Herzberg divides the factors that influence job satisfaction and motivation into two categories, namely hygiene factors and motivator factors. The work environment is usually considered a hygiene factor. According to this theory, hygiene factors do not directly improve performance, but their absence can lead to dissatisfaction. This can explain why the work environment may not have a direct effect on performance. In this study, the work environment can affect performance if mediated by job satisfaction.

e. The influence of the work environment on employee job satisfaction

The influence of the work environment on job satisfaction produces a path coefficient of 0.561 with a one-tailed p-value of 0.000. The test results show that the one-tailed p-value < level of significance ($\alpha = 5\%$). This means that there is a positive and significant influence of the work environment on job satisfaction. Thus, the more conducive the work environment tends to increase job satisfaction. This study is in line with the results of research conducted by Maslichah (2017), (Fauzi, 2017), Siagian and Khair (2018), Aliya & Saragih (2020), Arianto (2022). Herzberg's Two Factor Theory shows that work environment factors (hygiene factors) can affect job satisfaction. If the work environment is inadequate, employees may feel dissatisfied, even though motivating factors (such as recognition and achievement) are present.

f. The influence of work environment on organizational commitment

The influence of the work environment on organizational commitment produces a path coefficient of 0.337 with a one-tailed p-value of 0.028. The test results show that the one-tailed p-value < level of significance ($\alpha = 5\%$). This means that there is a positive and significant influence of the work environment on organizational commitment. Thus, the more conducive the work environment tends to increase organizational commitment. This study is in line with the results of research conducted by (Hanaysha, 2016), Herjany & Bernarto (2018), Shanty & Mayangsari (2019), Kurniawan and Srihandayani (2020) and (Nurkholifa & Budiono, 2022). Commitment can be increased through a good work environment (Shanty & Mayangsari, 2019). Furthermore, Shanty & Mayangsari (2019) stated that a good work environment can be seen through the harmony created in work relationships in the agency, a comfortable work atmosphere, adequate work facilities in order to improve the implementation of tasks, and no less important is the guarantee of safety at work.

g. The influence of employee job satisfaction on employee performance

The influence of job satisfaction on performance produces a path coefficient of 0.268 with a one-tailed p-value of 0.039. The test results show that the one-tailed p-value < level of significance ($\alpha = 5\%$). This means that there is a positive and significant influence of job satisfaction on performance. Thus, the higher job

satisfaction tends to improve performance. These results are in line with research conducted by Mendis and Weerakkody (2017), (Rene & Wahyuni, 2018), Siagian and Khair (2018), Asari (2022) and Arianto (2022). According to motivation theory, job satisfaction can increase employee motivation to work harder and achieve goals. When employees feel satisfied with their work, they are more likely to try harder and improve performance.

h. The influence of organizational commitment on employee performance

The effect of organizational commitment on performance produces a path coefficient of 0.113 with a one-tailed p-value of 0.199. The test results indicate that the one-tailed p-value > level of significance ($\alpha = 5\%$). This means that there is a positive and insignificant effect of organizational commitment on performance. Positive is in line with Kurniawan and Srihandayani (2020). In addition, Shanty & Mayangsari (2019) concluded that organizational commitment does not affect employee performance. Motivation theories such as Herzberg's Two Factor Theory show that the factors that influence job satisfaction and motivation are not always the same as those that influence performance. Hygiene factors (such as organizational commitment) may not be enough to improve performance if not balanced with stronger motivating factors. In addition, Shanty & Mayangsari (2019) said that some employees do not have a commitment to working in their company but they still work well because they need a salary and other benefits.

Referring to the f-square value, it can be seen that the increase in performance is more influenced by the work life balance variable. Another thing that causes organizational commitment to have no significant effect on performance at the Malang Excise KPPBC Type Madya is that the organizational commitment of the Malang Excise KPPBC Type Madya employees is already high (according to the results of the respondents' answers). High commitment is an obligation for civil servants (PNS) because they are public servants. In customs and excise itself, there are organizational values where employees must have a loyal attitude. Loyalty is closely related to commitment. The organizational commitment of an organization with another organization is certainly different. For this reason, further research is needed regarding the influence of organizational commitment on performance with different respondents.

i. The influence of work life balance on employee performance through employee job satisfaction variables

Based on the indirect influence hypothesis test, it can be seen that the influence of work life balance on performance through job satisfaction produces an indirect coefficient of 0.051 with a one-tailed p-value of 0.114. The test results indicate that the indirect coefficient is positive and the one-tailed p-value > level of significance ($\alpha = 5\%$). This means that there is a positive and insignificant influence of work life balance on performance through job satisfaction. Thus, the higher job satisfaction caused by the higher work life balance tends to increase performance, although the increase is not significant.

This is in line with Mendis and Weerakkody's (2017) research which states that Work-life balance positively leads to higher levels of employee performance through employee job satisfaction. In Mendis and Weerakkody's (2017) research, it was stated that there was a moderate effect of 18% of employee job satisfaction on the relationship between work-life balance and employee performance.

However, based on the results of the mediation test, it can be explained that the influence of work life balance on job satisfaction is stated as significant. Furthermore, the influence of job satisfaction on performance is stated as significant, and the

influence of work life balance on performance is also stated as significant. This shows that job satisfaction is stated as partially mediating the influence of work life balance on performance.

Mendis and Weerakkody (2017) said that Work-life balance positively leads to higher levels of employee performance through employee job satisfaction. In addition, research from Asari (2022) states that job satisfaction is able and successful in becoming a mediating variable between work-life balance and employee performance. By improving work-life balance, organizations can increase job satisfaction, which in turn can improve performance.

This result can also be explained through Herzberg's theory. Herzberg divided the factors that influence job satisfaction into two categories, namely motivator factors and hygiene factors. Work-life balance can be considered a hygiene factor that, when fulfilled, will increase job satisfaction. This increase in job satisfaction can improve employee performance.

- j. The influence of work life balance on employee performance through organizational commitment variables

Based on the indirect influence hypothesis test, it can be seen that the influence of work life balance on performance through organizational commitment produces an indirect coefficient of 0.025 with a one-tailed p-value of 0.320. The test results show that the indirect coefficient is positive and the one-tailed p-value > level of significance ($\alpha = 5\%$). This means that there is a positive and insignificant influence of work-life balance on performance through organizational commitment. Thus, the higher the organizational commitment caused by the higher work-life balance tends to improve performance, although the increase is not significant.

However, based on the results of the mediation test, it can be explained that the effect of work life balance on organizational commitment is stated as insignificant. Furthermore, the effect of organizational commitment on performance is stated as insignificant, and the effect of work life balance on performance is stated as significant. This shows that organizational commitment is stated as not mediating the effect of work life balance on performance.

Work life balance that does not significantly affect organizational commitment is in line with research by Rene & Wahyuni (2018). Furthermore, organizational commitment that does not significantly affect performance is in line with research conducted by Shanty & Mayangsari (2019).

The research results show that work life balance has no significant effect on organizational commitment. Organizational commitment has no significant effect on performance, but work life balance has a significant effect on performance. This means that work life balance directly affects performance without the need for mediation in the form of organizational commitment. These results can be explained by the theory of social exchange where employees form relationships with their organizations based on reciprocity and mutual benefits. When employees feel that their organization supports work life balance (as evidenced by the high value of the work life balance variable at KPPBC Type Madya Cukai Malang), they are more likely to feel bound to reciprocate by improving performance.

This result can also be explained through Herzberg's theory. Herzberg divided the factors that influence job satisfaction into two categories, namely motivator factors and hygiene factors. Work-life balance can be considered a hygiene factor that, when fulfilled, will increase job satisfaction. This increase in job satisfaction can directly improve employee performance without the need for organizational commitment.

The results of this study can be concluded that work-life balance has a large

direct influence on performance. This shows that employees who feel that there is work-life balance in their organization tend to be more productive and high-performing, regardless of their level of organizational commitment.

k. The influence of the work environment on employee performance through employee job satisfaction variables

Based on the indirect influence hypothesis test, it can be seen that the influence of the work environment on performance through job satisfaction produces an indirect coefficient of 0.150 with a one-tailed p-value of 0.051. The test results indicate that the indirect coefficient is positive and the one-tailed p-value > level of significance ($\alpha = 5\%$). This means that there is a positive and insignificant influence of the work environment on performance through job satisfaction. Thus, the higher the job satisfaction caused by the more conducive work environment tends to increase performance, although the increase is not significant.

However, based on the results of the mediation test, it can be explained that the influence of the work environment on job satisfaction is stated as significant. Furthermore, the influence of job satisfaction on performance is stated as significant, and the influence of the work environment on performance is stated as insignificant. This shows that job satisfaction is stated as fully mediating the influence of the work environment on performance.

This study is in line with Arianto's (2022) research which concluded that the work environment has a significant influence on employee performance through job satisfaction as an intervening variable.

The results of this study indicate that the work environment can affect performance if mediated by job satisfaction. These results indicate that work environment variables require job satisfaction variables to affect performance variables. That is, a positive work environment is not enough to directly affect performance; instead, it must first affect job satisfaction, which then affects performance. A positive work environment provides the conditions necessary for employees to feel satisfied with their jobs, which then increases motivation and effort, resulting in better performance. When associated with social exchange theory where employees form relationships with their organizations based on reciprocity and mutual benefits, then when employees feel that their organization provides a positive work environment, they are more likely to feel committed to increasing job satisfaction. This job satisfaction is what will ultimately improve performance.

l. The influence of the work environment on employee performance through organizational commitment variables

Based on testing the indirect influence hypothesis, it can be seen that the influence of the work environment on performance through organizational commitment produces an indirect coefficient of 0.038 with a one-tailed p-value of 0.213.

The test results indicate that the indirect coefficient is positive and the one-tailed p-value > level of significance ($\alpha = 5\%$). This means that there is a positive and insignificant influence of the work environment on performance through organizational commitment. Thus, the higher the organizational commitment caused by the more conducive work environment tends to improve performance, although the increase is not significant.

However, based on the results of the mediation test, it can be explained that the influence of the work environment on organizational commitment is stated as significant. While the influence of organizational commitment on performance is stated as insignificant, and the influence of the work environment on performance is

also stated as insignificant. This shows that organizational commitment is stated as not mediating the influence of the work environment on performance. This is in line with the research of Shanty & Mayangsari (2019) which concluded that organizational commitment is unable to mediate the relationship between the work environment and employee performance. Organizational commitment does not mediate the influence of the work environment on performance because organizational commitment is more related to employee loyalty and dedication to the organization, while the work environment is more related to the conditions and situations of the workplace. The work environment can affect employee performance through other mechanisms, such as job satisfaction. In this study, where the work environment has a significant effect on organizational commitment, but both the work environment and organizational commitment do not have a significant effect on performance, further research is needed to determine what variables affect performance or mediate the relationship between the work environment and performance. In this study, what affects performance or mediates the relationship between the work environment and performance is job satisfaction. For this reason, KPPBC Tipe Madya Cukai Malang needs to focus on increasing employee job satisfaction.

CONCLUSION

This study concludes that: 1) There is a positive and significant influence of work life balance on performance. 2) There is a positive and significant influence of work life balance on job satisfaction. 3) There is a positive and insignificant influence of work life balance on organizational commitment. 4) There is a positive and insignificant influence of work environment on performance. 5) There is a positive and significant influence of work environment on job satisfaction. 6) There is a positive and significant influence of work environment on organizational commitment. 7) There is a positive and significant influence of job satisfaction on performance. 8) There is a positive and insignificant influence of organizational commitment on performance. 9) Job satisfaction is stated to mediate the influence of work life balance on performance. 10) Organizational commitment is stated not to mediate the influence of work life balance on performance. 11) Job satisfaction is stated to mediate the influence of work environment on performance. 12) Organizational commitment is stated not to mediate the influence of work environment on performance.

To significantly improve job satisfaction and employee performance at KPPBC TMC Malang, efforts are needed to improve work-life balance such as flexible working hours and flexible working space for employees. Furthermore, a survey needs to be conducted to determine what kind of work environment can improve employee job satisfaction. This is because based on the results of the study, the work environment can only affect performance if mediated by job satisfaction. Another suggestion is that further research is needed to examine the effect of organizational commitment on performance with different respondents (not civil servants) to determine whether organizational commitment has an effect on performance or not. Furthermore, there needs to be other variables besides organizational commitment to mediate the relationship between work-life balance and performance and the work environment on performance.

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