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## Organizational Culture, Work Environment, and Employee Performance: Examining the Role of Work-Life Balance in a Central Bank Office

Deni Bhakti Adiyaksa<sup>1\*</sup>, Kasmari Kasmari<sup>2</sup>

<sup>1</sup>Universitas Stikubank, Semarang, Indonesia, [denibhakti7040@mhs.unisbank.ac.id](mailto:denibhakti7040@mhs.unisbank.ac.id)

<sup>2</sup>Universitas Stikubank, Semarang, Indonesia, [fkasmari@edu.unisbank.ac.id](mailto:fkasmari@edu.unisbank.ac.id)

\*Corresponding Author: [denibhakti7040@mhs.unisbank.ac.id](mailto:denibhakti7040@mhs.unisbank.ac.id)<sup>1</sup>

**Abstract:** Employee performance is a key determinant of organizational effectiveness. However, previous studies have reported inconsistent findings regarding the effects of organizational culture, work environment, and work-life balance on employee performance. This study examines the direct effects of organizational culture and work environment on employee performance and investigates the role of work-life balance as a mediating variable. A quantitative approach was employed using survey data collected from 76 employees of the Bank Indonesia Representative Office of Bangka Belitung Islands Province. Data were analyzed using descriptive statistics, validity and reliability tests, multiple regression analysis, and Sobel mediation testing. The results reveal that organizational culture and work environment positively and significantly influence employee performance. Organizational culture also has a positive and significant effect on work-life balance. In contrast, work environment has no significant effect on work-life balance, and work-life balance does not significantly affect employee performance. Furthermore, work-life balance does not mediate the relationships between organizational culture, work environment, and employee performance. The study highlights the stronger role of direct organizational factors in improving employee performance than work-life balance as a mediating mechanism.

**Keywords:** Organizational culture, work environment, work-life balance, employee performance.

### INTRODUCTION

Employee performance is widely recognized as a critical determinant of organizational effectiveness and long-term sustainability. High levels of employee performance enable organizations to achieve strategic objectives, improve productivity, and maintain competitiveness in an increasingly dynamic environment. In public sector organizations, employee performance plays an even more important role because organizational success is highly dependent on the quality of services delivered to stakeholders. Previous studies have emphasized that employee performance reflects the extent to which employees successfully

accomplish work responsibilities and contribute to organizational goals (José et al., 2025; Soe, 2024).

Among the factors influencing employee performance, organizational culture has received considerable attention in organizational behavior and human resource management research. Organizational culture refers to a shared system of values, beliefs, norms, and practices that guide employees' behavior and decision-making processes within an organization (Schein, 2010). A strong organizational culture can create employee commitment, strengthen collaboration, and encourage employees to perform beyond minimum expectations. Empirical evidence indicates that supportive organizational cultures contribute positively to employee satisfaction and performance (Nassani et al., 2024). Similarly, Cardoso et al. (2025) found that adaptive organizational cultures play a significant role in enhancing organizational effectiveness and performance outcomes.

Despite these findings, the relationship between organizational culture and employee performance remains inconclusive. José et al. (2025) reported that only specific cultural dimensions significantly influence organizational performance, while other dimensions do not demonstrate a direct effect. Furthermore, Joon et al. (2025) suggested that organizational culture may affect performance through intermediary variables such as employee engagement. These inconsistent findings indicate that additional investigation is necessary to better understand the mechanisms through which organizational culture affects employee performance.

Another determinant frequently discussed in the literature is the work environment. Contemporary organizations no longer define the work environment solely in terms of physical workplace conditions. Instead, the concept includes physical, digital, and social dimensions that collectively influence employees' work experiences (Vartiainen et al., 2007; Palvalin, 2019). A positive work environment provides employees with adequate facilities, technological support, and interpersonal relationships that facilitate effective job performance. Previous studies have demonstrated that supportive work environments contribute positively to organizational productivity and employee performance (Lindeberg et al., 2022; El Achi et al., 2025).

However, evidence regarding the impact of work environment on performance is not always consistent. Kaklauskas et al. (2025) argued that the effect of work environment depends on specific workplace conditions and employee perceptions. Likewise, Sugiuchi et al. (2025) found that various environmental elements, including temperature, air quality, and noise levels, influence employee performance differently. These findings suggest that the relationship between work environment and employee performance remains an area requiring further empirical exploration.

In recent years, work-life balance has received increasing attention in organizational research due to its potential influence on employee well-being and performance. Employees who effectively balance work and personal responsibilities tend to demonstrate better work outcomes (Greenhaus et al., 2003; Hayman, 2005). Previous studies have reported a positive relationship between work-life balance and employee performance (Nadhilah et al., 2024; Barokah et al., 2025). Moreover, work-life balance has been suggested as a mediating mechanism linking organizational factors to employee performance (Eshun & Segbenya, 2024; Ramadhan et al., 2025).

Despite growing interest in this topic, empirical evidence on the mediating role of work-life balance remains limited, particularly in public-sector organizations. Most prior studies have examined organizational culture, work environment, and employee performance separately, while integrated models involving work-life balance are still scarce. Furthermore, evidence from Indonesian public institutions, especially central banking organizations, remains underexplored.

Therefore, this study investigates the direct and indirect effects of organizational culture and work environment on employee performance through the role of work-life balance at the Bank Indonesia Representative Office of Bangka Belitung Islands Province. The study offers several novel contributions. First, it integrates organizational culture, work environment, work-life balance, and employee performance into a single analytical framework, an approach that remains limited within Indonesia's central banking institutions. Second, it examines the mediating role of work-life balance in a public-sector setting, where empirical evidence remains scarce. Third, the study provides empirical insights from the Indonesian context, particularly from a regional office of the central bank, thereby extending the existing literature on organizational behavior and employee performance in public organizations. By combining these elements, the study contributes to a more comprehensive understanding of how organizational factors shape employee performance.

**Table 1. Summary of Previous Studies and Research Gap**

| Authors                   | Variables Examined                                             | Main Findings                                           | Research Gap                                                  |
|---------------------------|----------------------------------------------------------------|---------------------------------------------------------|---------------------------------------------------------------|
| José et al. (2025)        | Organizational Culture → Employee Performance                  | Significant effect on performance.                      | No mediation analysis.                                        |
| Nassani et al. (2024)     | Organizational Culture → WLB                                   | Positive relationship.                                  | Did not examine employee performance.                         |
| Lindeberg et al. (2022)   | Work Environment → Performance                                 | Positive effect on productivity.                        | No mediating variable tested.                                 |
| El Achi et al. (2025)     | Work Environment → Performance                                 | Significant positive effect.                            | Limited to direct relationship.                               |
| Nadhilah et al. (2024)    | WLB → Performance                                              | Positive effect on performance.                         | Did not examine organizational factors.                       |
| Eshun and Segbenya (2024) | WLB → Performance                                              | WLB improves performance.                               | Did not integrate culture and work environment.               |
| Ramadhan et al. (2025)    | WLB as Mediator                                                | WLB acts as a mediator.                                 | Different antecedent variables and context.                   |
| Current Study             | Organizational Culture, Work Environment, WLB, and Performance | Tests direct and indirect relationships simultaneously. | Addresses an integrated model in a public-sector institution. |

Source: Compiled from previous studies by the author (2026)

Table 1 indicates that prior studies have mainly examined organizational culture, work environment, work-life balance, and employee performance separately. Limited studies have integrated these variables into a single framework, particularly within public-sector organizations. Therefore, this study extends previous research by simultaneously examining the direct and indirect effects of organizational culture and work environment on employee performance through the role of work-life balance in a central banking institution. This integrated perspective constitutes the primary contribution of the present study.

Based on these arguments, this study seeks to answer the following research questions: (1) Does organizational culture significantly influence employee performance? (2) Does work environment significantly influence employee performance? (3) Does work-life balance significantly influence employee performance? (4) Does organizational culture significantly influence work-life balance? (5) Does work environment significantly influence work-life balance? and (6) Does work-life balance mediate the relationships between organizational culture, work environment, and employee performance?

## METHOD

This study employed a quantitative research approach to examine the relationships among organizational culture, work environment, work-life balance, and employee

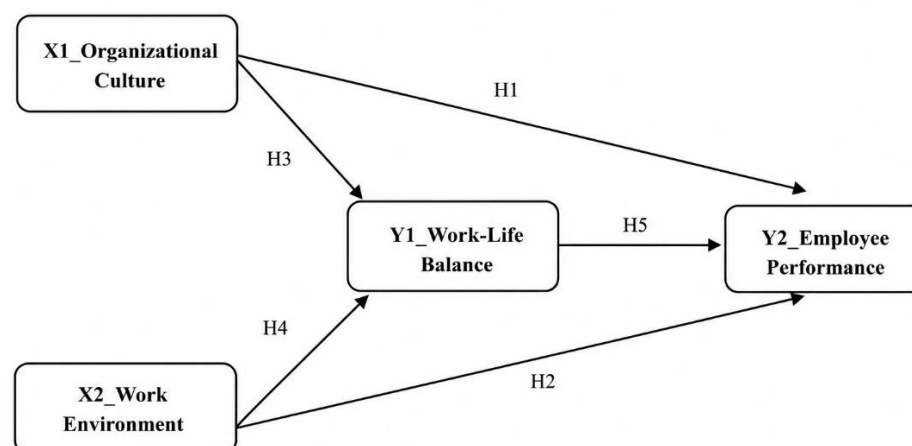
performance. The research was conducted at the Bank Indonesia Representative Office of Bangka Belitung Islands Province, Indonesia. The study focused on organic and non-organic employees working across various operational and support units within the institution. Data collection was carried out in 2026 through a structured questionnaire distributed electronically using Microsoft Forms.

The study population comprised 85 employees. To ensure that respondents had sufficient experience and understanding of organizational culture, work environment, and work-related conditions, only employees with a minimum of one year of work experience were included. Using this purposive sampling, 76 employees qualified as respondents. Since all eligible employees were surveyed, the study covered the entire accessible population meeting the established criteria.

The study utilized primary data collected through a self-administered questionnaire measured on a seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). Organizational culture was measured using four dimensions adapted from Denison and Mishra, namely involvement, consistency, adaptability, and mission. Work environment was measured through physical, digital, and social workplace dimensions. Work-life balance was measured using the dimensions of Work Interference with Personal Life, Personal Life Interference with Work, and Work/Personal Life Enhancement adapted from Hayman. Employee performance was assessed through dimensions including work quality, work quantity, timeliness, effectiveness, and independence.

Data analysis was performed using the Statistical Package for the Social Sciences (SPSS). The analysis began with descriptive statistics to examine respondent characteristics and variable distributions. Instrument quality was evaluated through validity and reliability testing using the Kaiser-Meyer-Olkin (KMO) measure, factor loadings, and Cronbach's Alpha coefficients. Subsequently, multiple regression analysis was employed to test the direct effects among variables. The mediating role of work-life balance was assessed using the Sobel test to determine the significance of indirect effects. Statistical significance was evaluated at a 5 percent significance level.

The conceptual model consisted of two regression equations. The first equation assessed the effects of organizational culture and work environment on work-life balance. The second equation examined the effects of organizational culture, work environment, and work-life balance on employee performance. This procedure enabled the identification of both direct and indirect relationships among the variables included in the study.



Source: Developed by the Authors (2026)

**Figure 1. Conceptual Framework**

Figure 1 presents the conceptual framework of the study. Organizational culture and work environment are proposed to influence employee performance directly and indirectly through work-life balance. The model enables the examination of both direct and mediating effects among the variables under investigation.

## RESULTS AND DISCUSSION

### Results

The study involved 76 employees of the Bank Indonesia Representative Office of Bangka Belitung Islands. Most respondents were male (77.6%), married with dependents (71.1%), aged between 25 and 35 years (52.6%), had worked for more than six years (60.5%), and earned more than IDR 6,000,000 per month (77.6%). In terms of employment status, 59.2% were non-organic employees, while 40.8% were organic employees. The majority of respondents held a bachelor's degree (55.3%).

**Table 2. Respondents Demography**

| Category           | Frequency | Percentage (%) |
|--------------------|-----------|----------------|
| <b>Gender</b>      |           |                |
| Male               | 59        | 77.6           |
| Female             | 17        | 22.4           |
| <b>Age</b>         |           |                |
| < 25 years         | 1         | 1.3            |
| 25-35 years        | 40        | 52.6           |
| 36-45 years        | 27        | 35.5           |
| > 45 years         | 8         | 10.5           |
| <b>Education</b>   |           |                |
| Senior High School | 20        | 26.3           |
| Diploma            | 4         | 5.3            |
| Bachelor's degree  | 42        | 55.3           |
| Master's degree    | 10        | 13.2           |
| <b>Total</b>       | <b>76</b> | <b>100</b>     |

Source: Data processed SPSS 21, 2026

**Table 3. Descriptive Statistics**

| Variable | N  | Min  | Max  | Mean   | Median | Std Deviation |
|----------|----|------|------|--------|--------|---------------|
| OC (X1)  | 76 | 4.08 | 7.00 | 6.3388 | 6.4167 | 0.61333       |
| WE (X2)  | 76 | 4.89 | 7.00 | 6.5643 | 6.8889 | 0.50111       |
| WLB (Y1) | 76 | 2.00 | 7.00 | 5.5205 | 5.7778 | 1.10296       |
| EP (Y2)  | 76 | 5.20 | 7.00 | 6.4877 | 6.5667 | 0.47381       |

Source: Data processed SPSS 21, 2026

Table 3 presents the descriptive statistics of the study variables. The results show that all variables achieved relatively high mean scores. The work environment recorded the highest mean value ( $M = 6.5643$ ,  $SD = 0.5011$ ), followed by employee performance ( $M = 6.4877$ ,  $SD = 0.4738$ ), organizational culture ( $M = 6.3388$ ,  $SD = 0.6133$ ), and work-life balance ( $M = 5.5205$ ,  $SD = 1.1030$ ). These findings indicate that respondents generally perceived organizational culture, work environment, and employee performance at very high levels, while work-life balance was perceived at a high level. Furthermore, the relatively low standard deviations suggest a high degree of consistency in respondents' perceptions, except for work-life balance, which exhibited greater variation among employees.

## Instrument Testing

The validity test results indicated that all research variables satisfied the validity requirements. The Kaiser-Meyer-Olkin (KMO) values ranged from 0.776 to 0.880, exceeding the minimum requirement of 0.50. Furthermore, all indicators exhibited factor loadings above 0.40, confirming that each item adequately represented its underlying construct.

The reliability test also demonstrated satisfactory results. Cronbach's Alpha values ranged from 0.852 to 0.920, indicating that all constructs were reliable and suitable for subsequent statistical analysis.

**Table 4. Validity and Reliability Results**

| Variable | KMO   | Loading Factor | Remark | Cronbach's Alpha | Remark        |
|----------|-------|----------------|--------|------------------|---------------|
| OC (X1)  | 0.877 | 0.471-0.869    | Valid  | 0.907            | Very Reliable |
| WE (X2)  | 0.806 | 0.675-0.834    | Valid  | 0.911            | Very Reliable |
| WLB (Y1) | 0.776 | 0.710-0.941    | Valid  | 0.852            | Reliable      |
| EP (Y2)  | 0.880 | 0.461-0.928    | Valid  | 0.920            | Very Reliable |

Source: Data processed SPSS 21, 2026

**Table 5. Hypothesis Testing Results**

| Variable                         | $\beta$                 | t-value     | p-value | Remark        |
|----------------------------------|-------------------------|-------------|---------|---------------|
| OC $\rightarrow$ EP              | 0.510                   | 4.982       | 0.000   | Supported     |
| WE $\rightarrow$ EP              | 0.281                   | 2.487       | 0.015   | Supported     |
| WLB $\rightarrow$ EP             | 0.019                   | 0.229       | 0.819   | Not Supported |
| <b>Model Fit Statistics</b>      |                         |             |         |               |
| 2 <sup>nd</sup> regression model | Adjusted R <sup>2</sup> | F-statistic | p-value |               |
|                                  | 0.526                   | 28.762      | 0.000   |               |
| OC $\rightarrow$ WLB             | 0.349                   | 2.196       | 0.031   | Supported     |
| WE $\rightarrow$ WLB             | -0.161                  | -1.014      | 0.313   | Not Supported |
| <b>Model Fit Statistics</b>      |                         |             |         |               |
| 1 <sup>st</sup> regression model | Adjusted R <sup>2</sup> | F-statistic | p-value |               |
|                                  | 0.044                   | 2.708       | 0.073   |               |

Source: Data processed SPSS 21, 2026

## Effect of Organizational Culture and Work Environment on Work-Life Balance

The first regression model examined the effects of organizational culture and work environment on work-life balance. The model explained 4.4% of the variance in work-life balance (Adjusted R<sup>2</sup> = 0.044) and was not statistically significant overall (F = 2.708, p = 0.073). Organizational culture had a positive and significant effect on work-life balance ( $\beta$  = 0.349, t = 2.196, p = 0.031). This finding suggests that a supportive organizational culture contributes to employees' ability to balance work and personal responsibilities.

Conversely, work environment did not significantly influence work-life balance ( $\beta$  = -0.161, t = -1.014, p = 0.313). Although employees perceived the work environment positively, these perceptions did not significantly contribute to improvements in work-life balance.

These findings imply that employees' perceptions of work-life balance may be shaped more strongly by personal circumstances and family-related factors than by workplace conditions alone. The relatively low explanatory power of the model further suggests that substantial variation in work-life balance is influenced by factors beyond organizational culture and work environment.



### Effect of Organizational Culture, Work Environment, and Work-Life Balance on Employee Performance

The second regression model examined the effects of organizational culture, work environment, and work-life balance on employee performance. The model was statistically significant ( $F = 28.762$ ,  $p < 0.001$ ) and explained 52.6% of the variance in employee performance (Adjusted  $R^2 = 0.526$ ), indicating a substantial explanatory power.

Organizational culture had a positive and significant effect on employee performance ( $\beta = 0.510$ ,  $t = 4.982$ ,  $p < 0.001$ ). This finding demonstrates that a strong organizational culture enhances employee commitment, coordination, and productivity, thereby contributing to higher performance outcomes.

Similarly, work environment positively and significantly influenced employee performance ( $\beta = 0.281$ ,  $t = 2.487$ ,  $p = 0.015$ ). Employees working in a supportive physical, digital, and social environment tended to demonstrate better performance outcomes.

In contrast, work-life balance did not significantly affect employee performance ( $\beta = 0.019$ ,  $t = 0.229$ ,  $p = 0.819$ ). This finding suggests that employee performance at the Bank Indonesia Representative Office of Bangka Belitung Islands Province is influenced more by organizational factors than by employees' perceptions of balance between work and personal life.

### Mediating Role of Work-Life Balance

The Sobel test was conducted to examine whether work-life balance mediated the relationships between organizational culture, work environment, and employee performance.

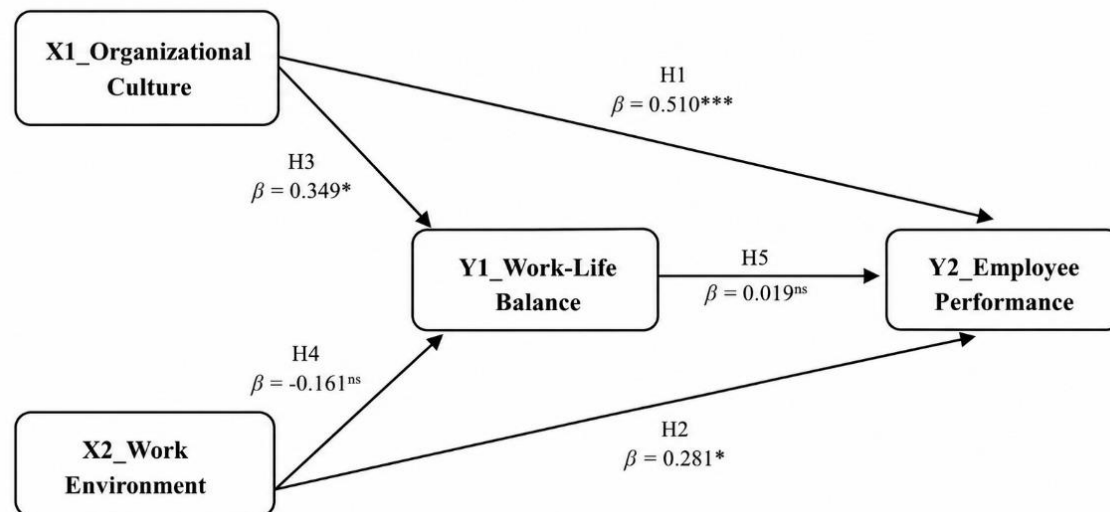
**Table 6. Mediation Test Results**

| Indirect Relationship                 | Sobel Statistic | p-value | Remark        |
|---------------------------------------|-----------------|---------|---------------|
| OC $\rightarrow$ WLB $\rightarrow$ EP | 0.227           | 0.820   | Not Supported |
| WE $\rightarrow$ WLB $\rightarrow$ EP | -0.223          | 0.824   | Not Supported |

Source: Data processed SPSS 21, 2026

The results revealed that the indirect effect of organizational culture on employee performance through work-life balance was not significant (Sobel statistic = 0.227,  $p = 0.820$ ). Likewise, the indirect effect of work environment on employee performance through work-life balance was also not significant (Sobel statistic = -0.223,  $p = 0.824$ ).

These findings indicate that work-life balance does not function as a mediating variable in the proposed relationships. Therefore, organizational culture and work environment influence employee performance directly rather than indirectly through work-life balance.



Information:

Note:  $\beta$  = standardized regression coefficient; \*\*\* $p < 0.001$ ; \* $p < 0.05$ ; ns = not significant.

Source: Research Results (2026)

**Figure 2. Final Research Model**

Figure 2 presents the final research model. The results show that organizational culture positively affects both employee performance ( $\beta = 0.510$ ,  $p < 0.001$ ) and work-life balance ( $\beta = 0.349$ ,  $p < 0.05$ ). Work environment also has a positive effect on employee performance ( $\beta = 0.281$ ,  $p < 0.05$ ). In contrast, the effects of work environment on work-life balance ( $\beta = -0.161$ ,  $p > 0.05$ ) and work-life balance on employee performance ( $\beta = 0.019$ ,  $p > 0.05$ ) are not significant.

## Discussion

The findings demonstrate that organizational culture is the strongest predictor of employee performance. This result supports the argument that shared values, employee involvement, organizational adaptability, and a clear mission contribute to higher performance outcomes. The findings are consistent with previous studies emphasizing the role of organizational culture in enhancing employee effectiveness and organizational success.

The strong influence of organizational culture may be attributed to the organizational characteristics of Bank Indonesia as a central banking institution that emphasizes integrity, professionalism, collaboration, and performance excellence. In addition, various organizational culture programs implemented by the Bank Indonesia Representative Office of Bangka Belitung Islands Province, such as competency development initiatives, cross-unit collaboration programs, performance dialogue mechanisms, and employee development activities, provide employees with clear behavioral expectations and performance standards. These organizational values encourage employees to align their individual goals with institutional objectives, ultimately contributing to improved employee performance.

The positive influence of work environment on employee performance further suggests that supportive workplace conditions facilitate employee productivity. Employees who perceive their work environment as comfortable, safe, technologically supported, and socially collaborative are more likely to perform effectively.

However, the non-significant influence of work-life balance on employee performance contrasts with several previous studies. One possible explanation is that employees at the Bank Indonesia Representative Office of Bangka Belitung Islands Province are characterized by a high level of professionalism, strong organizational commitment, and a clear understanding of



institutional responsibilities. Consequently, employees tend to maintain their performance regardless of differences in their perceived work-life balance. In this context, performance achievement is driven primarily by organizational expectations, performance standards, and professional accountability rather than by individual perceptions of balance between work and personal life.

Furthermore, the influence of work-life balance may be more prominent in organizations characterized by excessive workloads, intense competition, and high levels of work-family conflict, which are often found in private-sector organizations. In contrast, public-sector institutions generally operate under more structured governance systems, clearer job boundaries, and standardized performance evaluation mechanisms. Therefore, the impact of work-life balance on employee performance may be less pronounced within such institutional settings.

The absence of a mediating effect also suggests that work-life balance is more closely associated with personal and family-related factors than with organizational characteristics measured in this study. Consequently, improvements in organizational culture and work environment can enhance employee performance directly without necessarily improving work-life balance.

The primary novelty of this study lies in its empirical evidence that work-life balance does not mediate the relationship between organizational culture, work environment, and employee performance within a public-sector institution. While previous studies generally proposed work-life balance as an important mechanism linking organizational factors and performance, the present study demonstrates that employee performance at the Bank Indonesia Representative Office of Bangka Belitung Islands Province is influenced more strongly by direct organizational factors. This finding contributes to organizational behavior literature by highlighting the contextual limitations of work-life balance as a mediating mechanism in public-sector work settings.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusion

This study examined the direct and indirect effects of organizational culture and work environment on employee performance through the role of work-life balance at the Bank Indonesia Representative Office of Bangka Belitung Islands Province. The findings demonstrate that organizational culture and work environment are significant determinants of employee performance. A strong organizational culture contributes not only to higher employee performance but also to better work-life balance. Likewise, a supportive work environment enhances employee performance. However, work-life balance was not found to significantly influence employee performance, and work environment did not significantly affect work-life balance.

Furthermore, the mediation analysis revealed that work-life balance does not mediate the relationships between organizational culture, work environment, and employee performance. These findings indicate that employee performance in the studied institution is driven primarily by direct organizational factors rather than by employees' perceptions of balance between work and personal life. The study contributes to the organizational behavior and human resource management literature by providing empirical evidence from a public-sector institution and demonstrating that the mediating role of work-life balance may be context-dependent. The findings suggest that strengthening organizational culture and improving workplace conditions remain effective strategies for enhancing employee performance within public organizations.

### **Limitations**

This study has several limitations that should be considered when interpreting the findings. First, the study was conducted at a single public-sector institution, namely the Bank Indonesia Representative Office of Bangka Belitung Islands Province, with a relatively small sample of 76 employees. Therefore, the findings may not be fully generalizable to other organizations, sectors, or geographical contexts. Second, the study focused only on organizational culture, work environment, work-life balance, and employee performance, while other factors such as job satisfaction, organizational commitment, leadership style, employee engagement, workload, and family support may also influence employee performance. Third, the work environment variable was examined as an integrated construct consisting of physical, digital, and social dimensions. As a result, the specific influence of each dimension on work-life balance and employee performance could not be identified separately. Finally, the study employed a cross-sectional design, which captured employee perceptions at a single point in time and did not reflect potential changes in organizational conditions and employee attitudes over time. Consequently, the findings should be interpreted within the context and scope of the present study.

### **Recommendations**

Future research is encouraged to expand the scope of investigation by involving larger samples and employees from different public and private organizations to enhance the generalizability of the findings. Given that work-life balance was not found to mediate the relationship between organizational factors and employee performance in this study, future studies may consider examining alternative mediating variables such as job satisfaction, organizational commitment, employee engagement, leadership effectiveness, or perceived organizational support. In addition, the work environment should be analyzed through its physical, digital, and social dimensions separately to identify their distinct contributions to employee outcomes. Researchers are also encouraged to employ more advanced analytical techniques, such as Structural Equation Modelling (SEM), and longitudinal research designs to capture organizational and behavioral changes over time and provide a more comprehensive understanding of the mechanisms influencing employee performance.

### **Author Contributions**

The first author contributed to the conception and design of the study, data collection, statistical analysis, interpretation of findings, manuscript drafting, critical revision of the article, and approval of the final version for publication. The second author contributed to research supervision, methodology validation, review and editing, interpretation of findings, and final manuscript approval. Both authors have read and agreed to the published version of the manuscript.

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