

MAPPING IDEA & LITERATURE FORMAT | RESEARCH ARTICLE

The Influence of Work-Life Balance and Job Competence on Employee Performance Through Job Satisfaction as an Intervening Variable

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ABSTRACT

This study aims to examine the influence of Work-Life Balance and Job Competence on Employee Performance through Job Satisfaction as an Intervening Variable at PT PLN (Persero) UP3 Bau-Bau. The data in this study were obtained from PT PLN (Persero) UP3 employees in 2025 who agreed to be respondents. This study utilized primary data collected through field research, which involved distributing questionnaires/statements to respondents. The sample was drawn using the census method due to the small sample size, as it consisted of the entire population, which totaled only 92 employees. Data analysis techniques were employed using descriptive statistical analysis and Partial Least Squares (PLS). The hypothesis test results show that Work-Life Balance has a positive and significant effect on Employee Performance. Job Competence has a positive and significant effect on Employee Performance. Job Satisfaction has a positive and significant effect on Employee Performance. Work-Life Balance has a positive and significant effect on Job Satisfaction. Job Competence has a positive and significant effect on Job Satisfaction. Work-Life Balance has a positive and significant effect on Employee Performance through Job Satisfaction as an intervening variable. Job Competence has a positive and significant effect on Employee Performance through Job Satisfaction as an intervening variable.

Keywords: Work-Life Balance, Job Competence, Employee Performance, Job Satisfaction.

I. Introduction

Employee performance is a crucial determinant of organizational success, especially in highly competitive business environments that require efficiency, adaptability, and innovation. As firms strive to optimize their operational outcomes, the strategic management of human resources becomes indispensable. Human resources are not merely one of many production factors but serve as the central asset that shapes the organization's ability to achieve its strategic goals. Accordingly, the enhancement of human resource quality, aligned with advancements in knowledge and technology, plays a crucial role in supporting organizational performance. Aisyah et al. (2021) emphasize that strong human resource contributions enable companies to compete effectively and sustain their operations. Similarly, Dessler in Eksan (2020) asserts that other organizational assets cannot replace human resources and are fundamental in driving organizational success. PT PLN (Persero), one of Indonesia's most strategic state-owned enterprises, holds a vital responsibility in



providing reliable and equitable electricity services throughout the nation. As a primary public service provider, PLN has become a focal point in the government's efforts to implement the principles of Good Corporate Governance (GCG), which aims to enhance transparency, accountability, efficiency, and sustainable performance. These principles are implemented not only at the head office but also across regional operational units, including PT PLN (Persero) Unit Pelaksana Pelayanan Pelanggan (UP3) Bau-Bau. This unit is responsible for electricity distribution in Bau-Bau City and several surrounding regions in Southeast Sulawesi Province. With broad operational coverage and complex geographical conditions, UP3 Bau-Bau must deliver high-quality, responsive, and reliable service.

These geographical challenges, coupled with operational targets and growing public demand, necessitate that employees consistently perform their duties at an optimal level. Thus, examining the key factors that influence employee performance becomes increasingly relevant. Performance data from 2024 shows that UP3 Bau-Bau targeted 380.8 GWh in electricity sales but achieved only 352.51 GWh—or 92.57% of the target. This shortfall signals underlying performance issues that need academic investigation. Interviews with team leaders revealed a decline in performance, influenced by an imbalance between work and personal life (work-life balance), insufficient work competence, and declining job satisfaction. Work-life balance has emerged as a crucial aspect of modern human resource management, as employees increasingly juggle multiple roles both within and outside the workplace. Poor work-life balance can reduce motivation, focus, and the ability to meet performance standards. According to Waworuntu, Kainde, and Mandagi (2022), work-life balance is the level of satisfaction associated with managing multiple roles in life. Discrepancies between work demands and personal needs can have a psychological impact on employees, ultimately affecting operational performance. Employees experiencing excessive pressure or emotional fatigue tend to exhibit reduced work quality, engagement, and productivity.

In addition to work-life balance, work competence is also a critical factor affecting employee performance. Competence includes knowledge, skills, expertise, experience, and personal attributes that shape an individual's work behavior. Rohmat (2020) argues that competence serves as the primary foundation of effective job performance, reflecting integrity, intelligence, strong character, and professionalism. Employees with higher competence levels are more capable of completing tasks systematically, measurably, and in accordance with organizational targets. In service-oriented sectors such as PLN, competence becomes highly significant because operational success depends on precision, responsiveness, and consistency. Nevertheless, the influence of work-life balance and work competence on performance may be mediated by psychological factors, particularly job satisfaction. Job satisfaction describes an employee's emotional response to various aspects of their work. Afandi (2018) explains that job satisfaction reflects the extent to which employees perceive the rewards they receive as fair and aligned with their expectations. Employees who are satisfied with their working conditions, social environment, and reward system tend to demonstrate higher engagement, motivation, and dedication. Job satisfaction thus not only influences performance directly but also potentially strengthens the relationship between work-life balance and performance, as well as between competence and performance.

Findings from previous studies support these relationships. Husen and Firman (2024) demonstrate that work-life balance has a positive effect on employee performance, and this effect becomes stronger when job satisfaction acts as an intervening variable. Job satisfaction amplifies the benefits of work-life balance by fostering a conducive work environment and enhancing employees' creativity and productivity. Putro and Wajdi (2024) also report a significant effect of work-life balance on employee performance across industries. Meanwhile, research by Aditya (2024) and Az, Mas'ud, & Saleh (2022) concludes that work competence positively influences performance, as employees with higher competence can work more effectively, efficiently, and in accordance with organizational standards. This evidence indicates that employee performance at PT PLN (Persero) UP3 Bau-Bau is shaped not only by operational and organizational factors but also by employees' work-life balance, competence, and job satisfaction. These variables interact and collectively determine the organization's ability to meet performance targets. Given the unique operational challenges faced by UP3 Bau-Bau—such as rugged terrain, regional disparities, and high service demands—research examining the interplay of these factors becomes crucial and timely.

Therefore, this study examines the impact of work-life balance and work competence on employee performance, incorporating job satisfaction as an intervening variable. Focusing on employees at PT PLN (Persero) UP3 Bau-Bau provides valuable empirical insights, particularly because few studies have examined psychosocial and competence-related factors among employees working in geographically challenging public service environments. Moreover, the study contributes to human resource management literature by identifying mechanisms through which job satisfaction enhances the impact of work-life balance and competence on performance. Practically, understanding these relationships can guide PT PLN (Persero) UP3 Bau-Bau in developing more effective human resource policies, improving employee well-being, and enhancing performance outcomes. The findings are expected to support decision-making in employee development programs and serve as a reference for future research on performance determinants within public service organizations. Ultimately, this study offers both theoretical contributions to human resource management and practical implications for operational policy development within PT PLN (Persero).

II. Literature Review and Hypothesis Development

2.1. Human Resource Management

Human resource management (HRM) serves as the backbone of organizational effectiveness, focusing on strategically managing employees as vital resources. HRM involves planning, organizing, coordinating, developing, and evaluating employees to achieve organizational goals (Mangkunegara, 2016). Priansa (2014) similarly describes HRM as the science and art of ensuring effective and efficient use of people and other resources. HRM aims to fulfill four objectives: social responsibility, organizational effectiveness, functional efficiency, and individual fulfillment (Hamali, 2018). Social objectives ensure that the organization contributes positively to society, often manifested through Corporate Social Responsibility (CSR). Organizational objectives focus on providing well-trained and motivated employees to support the firm's mission. Functional objectives ensure the relevance of HR practices to organizational needs, whereas individual objectives align employee needs with organizational expectations, thereby reducing dissatisfaction, turnover, and underperformance. Overall, HRM forms the managerial foundation supporting work-life balance, employee competence, job satisfaction, and performance.

2.2. Organizational Agility Theory

Organizational agility theory explains an organization's ability to respond swiftly and flexibly to environmental changes. Alberts and Hayes (2003) define agility as the ability to modify organizational structures and processes dynamically during operations. Harraf et al. (2015) emphasize agility as a core competence that enhances competitive advantage through innovation and adaptability. Lu and Ramamurthy (2011) further describe agility as the organizational capacity to respond to abrupt environmental shifts and convert them into opportunities for improvement and growth. Within HRM dynamics, organizational agility supports work-life balance by enabling flexible work structures, strengthening competence development through continuous learning, and enhancing job satisfaction through supportive working conditions. Thus, agility provides a theoretical foundation for understanding how work-life balance and competence translate into stronger employee performance.

2.3. Work-Life Balance (WLB)

Work-life balance refers to an individual's ability to manage both work and non-work roles in a harmonious manner. Waworuntu, Kainde, and Mandagi (2022) view WLB as the level of satisfaction associated with managing dual roles. Wildiawanti (2024) emphasizes that harmony in both personal and professional life is crucial for maintaining psychological well-being. Frame and Hartog in Amir (2019) define WLB as the employee's freedom to manage flexible working hours, thereby balancing work with other commitments,

such as family, hobbies, or education. Carlos et al. in Ngalimun (2022) state that WLB represents negotiated expectations between work and family roles. Fisher in Amir (2019) identifies four key components of WLB:

- a. Time balance (allocation of working vs. non-working time);
- b. Behavioral balance (ability to regulate behaviors for goal achievement);
- c. Strain balance (management of stress and psychological pressure);
- d. Energy balance (sustaining adequate energy for work and personal life).

A well-maintained WLB reduces conflict, stress, and burnout, thereby enhancing employee performance.

2.4. Work Competence

Competence refers to the knowledge, skills, abilities, and personal characteristics that directly influence job performance (Arief & Nisak, 2022). It ensures that employees possess the necessary qualifications and behavioral attributes to meet organizational demands. Eksan (2020) defines competence as the ability to perform work according to job requirements, while Bukhari and Pasaribu (2019) emphasize its role in achieving organizational goals. Oh, and Novita (2018) identifies competence as the integration of skills, experience, efficiency, and effectiveness. According to UU No. 13/2003 (Eksan, 2020), competence includes knowledge, skills, and work attitudes aligned with professional standards. Rohmat (2020) frames competence as a combination of intelligence, integrity, experience, and personal strengths reflected in systematic and measurable work behavior. Types of competence (Girniawan et al., 2019):

- a. Threshold competencies: basic characteristics required to perform a job adequately.
- b. Differentiating competencies: attributes that distinguish high performers from average ones.

Factors influencing competence include values, skills, experience, personality, motivation, emotional stability, intellectual ability, and organizational culture (Aisyah et al., 2021).

2.5. Job Satisfaction

Job satisfaction reflects employees' emotional and cognitive evaluations of their work. Robbins in Wibowo (2017) defines job satisfaction as the discrepancy between expected and received rewards. Greenberg and Baron, in Afandi (2018), describe it as a positive or negative attitude toward work, whereas Vecchio, in Wibowo (2017), associates satisfaction with employees' thoughts, feelings, and behavioral tendencies. Kreitner and Kinicki, in Afandi (2018), highlight job satisfaction as an emotional response to various aspects of work. Herzberg's Two-Factor Theory (2011) distinguishes motivators (achievement, recognition, work itself, responsibility, advancement) as primary sources of satisfaction, whereas hygiene factors prevent dissatisfaction. Job satisfaction offers organizational benefits, including reduced absenteeism, fewer errors, lower turnover, higher productivity, and faster task completion (Oh & Novita, 2018). Afandi (2018) identifies five determinants of job satisfaction: need fulfillment, discrepancies between expectations and outcomes, value attainment, equity, and organizational culture.

2.6. Employee Performance

Employee performance refers to the outcomes achieved by employees in relation to their roles and responsibilities. Wibowo (2017) argues that performance is tied to strategic organizational goals and customer satisfaction. Priansa (2017) views performance as the output of specific job functions, while Sutrisno (2016) interprets it as the success of employees in completing tasks based on authority and accountability. Factors influencing performance include effectiveness, efficiency, clarity of authority, discipline, and initiative

(Sutrisno, 2016). Performance appraisal offers various organizational benefits, such as performance improvement, fair compensation decisions, effective training programs, equal treatment, problem identification, and HR feedback (Priansa, 2017). These elements show that performance results from the interplay of individual capabilities, work context, job satisfaction, competence, and work-life balance

Based on the theoretical review presented above, the hypotheses proposed in this study are as follows:

H1: Work-life balance has a positive and significant effect on employee performance.

H2: Work competence has a positive and significant effect on employee performance.

H3: Job satisfaction has a positive and significant effect on employee performance.

H4: Work-life balance has a positive and significant effect on job satisfaction.

H5: Work competence has a positive and significant effect on job satisfaction.

H6: Job satisfaction strengthens the relationship between work-life balance and employee performance.

H7: Job satisfaction strengthens the relationship between work competence and employee performance.

III. Research Method

This study employed a quantitative research design based on the positivist paradigm, as quantitative methods allow researchers to examine relationships among variables through statistical testing (Sugiyono, 2019). The quantitative approach was selected to measure the influence of work-life balance and work competence on employee performance, with job satisfaction serving as an intervening variable among employees of PT PLN (Persero) UP3 Bau-Bau. Data were collected using a structured questionnaire distributed directly to respondents, enabling the systematic measurement of each construct in the research model. The study was conducted at PT PLN (Persero) UP3 Bau-Bau, located on Jl. Jenderal Sudirman No. 62, Bau-Bau City, Southeast Sulawesi. The research was conducted over a period of two months, from January to February 2025. The population consisted of all 92 employees working at PT PLN (Persero) UP3 Bau-Bau. Since the population size was relatively small, a census approach was used, in which all members of the population were selected as respondents. The data obtained represent a combination of primary data, collected through questionnaires, and secondary data sourced from literature and supporting documents related to the research topic.

The primary instrument used in this study was a questionnaire designed to measure work-life balance, work competence, job satisfaction, and employee performance, using a 5-point Likert scale ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). The questionnaire consisted of closed-ended statements that required respondents to indicate the extent of their agreement with each statement. Prior to analysis, descriptive statistics were generated to summarize the mean, standard deviation, minimum, maximum, skewness, and kurtosis of the data. The data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM), a variance-based SEM technique suitable for predictive modeling and complex structural relationships (Ghozali & Latan, 2015). PLS-SEM was selected because it does not require multivariate normality and is robust with relatively small sample sizes. The analysis consisted of evaluating the measurement model (outer model) and the structural model (inner model). The measurement model assessed convergent validity, discriminant validity, and composite reliability using indicators such as factor loadings, Average Variance Extracted (AVE), and Cronbach's Alpha. The structural model was evaluated using R-squared values, path coefficients, and t-statistics obtained through bootstrapping to determine the significance of the hypothesized relationships. Overall, this methodological approach ensured that the relationships among work-life balance, work competence, job satisfaction, and employee performance could be statistically tested in alignment with the study's objectives.

IV. Results and Discussion

4.1. Research Result

a. First Order Confirmatory Factor Analysis

First-order construct whose testing will proceed through a single level, with analysis conducted from the latent construct to its indicators. A more detailed research path diagram drawn using Smart PLS 4 software can be seen in the following figure:

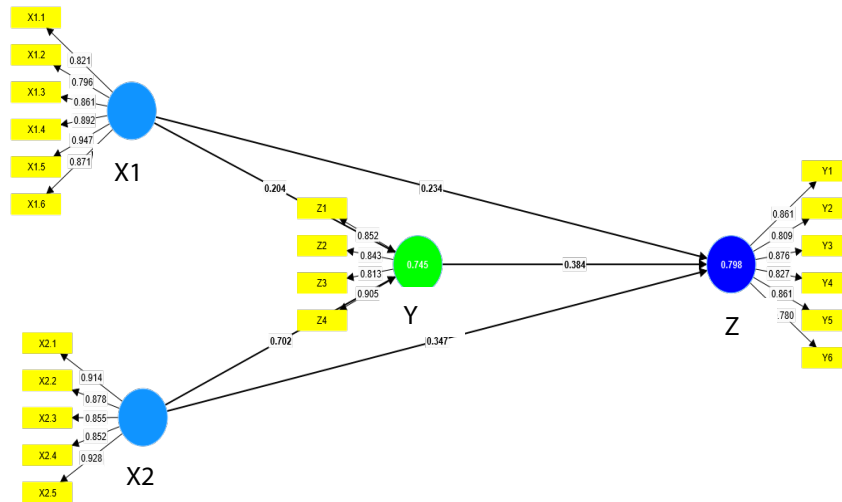


Figure 1. First Order Confirmatory Factor Analysis

From Figure 2, it can be seen that the first-order construct of Work-Life Balance (X1) is measured by the indicators X1.1 – X1.6. The first-order construct of Work Competence (X2) is measured by the indicators X2.1 – X2.5. The first-order construct of Job Satisfaction (Z) is measured by the indicators Z1, Z4, and the first-order construct of Employee Performance (Y) is measured by the indicators Y1-Y6.

b. Structural Equation Model (SEM) Testing

The primary analysis method employed in this study was the Structural Equation Model (SEM). Testing was conducted using the Smart PLS 4.0 program. Figure 3 below presents the results of the Full Model SEM test using PLS, as follows:

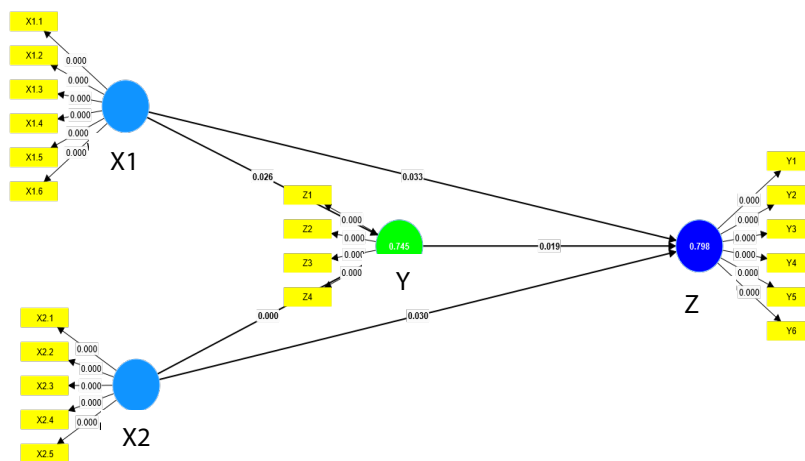


Figure 2. Complete Model SEM Test Using smartPLS

Based on the test results using smartPLS, as shown in Figure 2, it can be seen that there are no loading factor values below 0.50. Therefore, it is not necessary to drop data or delete indicators with loading values below 0.50 to obtain a good model.

c. Outer Model Test

Three measurement criteria are used in the SmartPLS data analysis technique to assess the model: convergent validity, composite reliability, and discriminant validity.

1) Convergent Validity

Table 1. Validity Test of the Outer Loading of the Work-Life Balance Variable

	<i>Work-Life Balance</i>	Information
X1.1	0.821	Valid
X1.2	0.796	Valid
X1.3	0.861	Valid
X1.4	0.892	Valid
X1.5	0.947	Valid
X1.6	0.871	Valid

Table 1 shows the estimated results of the outer loading test calculation using PLS for the Work-Life Balance variable indicator. The table shows that X1.1 to X1.6, which are reflective indicators, have a loading factor greater than 0.70, indicating that all construct indicators are valid. It is concluded that all indicators are valid for measuring the Work-Life Balance variable construct.

Table 2. Validity Test of Outer Loading of Work Competency Variables

	<i>Work Competencies</i>	Information
X2.1	0.914	Valid
X2.2	0.878	Valid
X2.3	0.855	Valid
X2.4	0.852	Valid
X2.5	0.928	Valid

Table 2 shows the results of the outer loading test estimation using PLS for the Work Competence variable indicator. The table shows that X2.1 to X2.5, which are reflective indicators, have a loading factor greater than 0.70, indicating that all construct indicators are valid. It is concluded that all indicators are valid for measuring the Work Competence variable construct.

Table 3. Validity Test of the Outer Loading of the Employee Performance Variable

	<i>Employee performance</i>	Information
Y1	0.861	Valid
Y2	0.809	Valid
Y3	0.876	Valid
Y4	0.827	Valid
Y5	0.861	Valid
Y6	0.780	Valid

Table 3 shows the results of the outer loading test estimation using PLS for the Employee Performance variable indicator. The table shows that Employee Performance, a reflective indicator, has a factor loading > 0.70, indicating that all construct indicators are valid. It is concluded that all indicators are valid for measuring the Employee Performance variable construct.

Table 4. Validity Test of the Outer Loading of the Job Satisfaction Variable

	Job satisfaction	Information
Z1	0.852	Valid
Z2	0.843	Valid
Z3	0.813	Valid
Z4	0.905	Valid

Table 4 shows the results of the outer loading test estimation using PLS for the Job Satisfaction variable indicator. The table shows that Personality, which is a reflective indicator, has a factor loading of greater than 0.70, meaning that all construct indicators are valid. It is concluded that all indicators are valid for measuring the Job Satisfaction variable construct.

d. Discriminant Validity Test

Discriminant validity is related to the principle that the manifest variables of different constructs should not be highly correlated. To test discriminant validity with reflective indicators, compare the loading value on the intended construct, which should be greater than the loading value on other constructs (Ghozali, 2014).

Table 5. Cross-Loading Work-Life Balance

	Job satisfaction	Employee performance	Work Competencies	Work-Life Balance
X1.1	0.716	0.658	0.652	0.821
X1.2	0.671	0.732	0.698	0.796
X1.3	0.599	0.637	0.608	0.861
X1.4	0.594	0.635	0.621	0.892
X1.5	0.620	0.704	0.658	0.947
X1.6	0.486	0.567	0.532	0.871

Based on Table 5, it is evident that the cross-loading value for the indicator Work-Life Balance (X1.1 to X1.6) has a loading factor for the Servant Leadership construct that is higher than that of other constructs, indicating a good discriminant validity value (Valid) (Ghozali, 2014).

Table 6. Cross-Loading Work Competencies

	Job satisfaction	Employee performance	Work Competencies	Work-Life Balance
X2.1	0.715	0.729	0.914	0.667
X2.2	0.770	0.741	0.878	0.586
X2.3	0.763	0.789	0.855	0.664
X2.4	0.710	0.726	0.852	0.643
X2.5	0.808	0.757	0.928	0.685

Based on Table 6, it is evident that the cross-loading value for the indicator Work Competence (X2.1 to X2.5) has a loading factor on the Motivation construct that is higher than that of the other constructs, indicating a good discriminant validity value (Valid) (Ghozali, 2014).

Table 7. Cross-Loading Employee Performance

	Job satisfaction	Employee performance	Work Competencies	Work-Life Balance
Y1	0.681	0.861	0.686	0.584
Y2	0.661	0.809	0.738	0.703
Y3	0.806	0.876	0.798	0.640
Y4	0.677	0.827	0.707	0.670

	Job satisfaction	Employee performance	Work Competencies	Work-Life Balance
Y5	0.720	0.861	0.653	0.568
Y6	0.698	0.780	0.646	0.663

Table 7, it is evident that the cross-loading value for the indicator Employee Performance (Y1 to Y6) has a loading factor on Employee Performance that is higher than that of other constructs, indicating a good discriminant validity value (Valid) (Ghozali, 2014).

Table 8. Cross-Loading Job Satisfaction

	Job satisfaction	Employee performance	Work Competencies	Work-Life Balance
Y1	0.681	0.861	0.686	0.584
Y2	0.661	0.809	0.738	0.703
Y3	0.806	0.876	0.798	0.640
Y4	0.677	0.827	0.707	0.670

Table 8 shows that the cross-loading value for the indicator 'Job satisfaction' has a loading factor on the construct 'Job satisfaction' that is higher than that of other constructs, indicating a good discriminant validity value (Valid) (Ghozali, 2014).

e. Composite Reliability Test or Reliability Test

Reliability testing is a crucial process in quantitative research that aims to assess the extent to which an instrument or questionnaire yields consistent and stable results in measuring indicators of a particular variable or construct. A questionnaire is considered reliable if each question item in it yields similar results when tested at different times or under similar conditions. High reliability indicates that the measuring instrument has a minimal error rate, so that the collected data is trustworthy and can be used for further analysis. Therefore, reliability testing is one of the primary requirements for ensuring that the measuring instrument accurately reflects the intended construct and produces valid and accurate data in the study. The reliability test was conducted using the Internal Consistency method. The reliability of the research instrument in this study was tested using composite reliability and Cronbach's Alpha coefficient. A construct is said to be reliable if the composite reliability and Cronbach's Alpha values are above 0.70 (Nunnally, 1996, in Ghozali, 2014). In addition, AVE measurements can be used to assess the reliability of the component scores of latent variables, and the results are more conservative than those obtained from composite reliability. It is recommended that the AVE value be greater than 0.50 (Fornell and Larcker, 1981, as cited in Ghozali, 2014).

Table 9. Test Results: Cronbach's Alpha, Composite Reliability, and AVE

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Job satisfaction	0.875	0.879	0.915	0.729
Employee performance	0.914	0.915	0.933	0.699
Work Competencies	0.931	0.932	0.948	0.785
Work-Life Balance	0.933	0.935	0.947	0.750

The test results, as shown in Table 9, indicate that the composite reliability and Cronbach's alpha values are satisfactory, with each variable exceeding the minimum value of 0.70. The AVE value generated by all constructs above is > 0.50. This indicates the high consistency and stability of the instrument used. In other words, all constructs, namely the Work-Life Balance variable (X1), Job Competence (X2), Employee

Performance (Y), and Job Satisfaction (Z), have become fit measuring instruments, and all questions used to measure each construct have good reliability.

f. Structural Model or Inner Mode Test

The inner model (inner relation, structural model, and substantive theory) describes the relationship between latent variables, grounded in substantive theory. Structural models are evaluated using the R-squared for the dependent latent variable. Model assessment using PLS begins by examining the R-squared for each dependent latent variable. The interpretation is the same as for regression. Changes in the R-square value can be used to assess the influence of a particular independent latent variable on the dependent latent variable and determine whether it has a substantive effect (Ghozali, 2011).

1) Test Coefficient of Determination (R Square)

Table 10. R-square of Variable Constructs

	R-square	Adjusted R-square
Job satisfaction	0.745	0.739
Employee performance	0.798	0.791

Table 10 shows that the R-square value for the Employee Performance variable is 0.798, indicating that 79.8% of the variation in Employee Performance can be explained by the independent variables Work-Life Balance (X1) and Job Competence (X2). The remaining 20.2% is attributed to variables outside the scope of this research model. Meanwhile, the R-square value for the Job Satisfaction variable is 0.745, which means that Work-Life Balance and Job Competence can explain 74.5% of the variation in Job Satisfaction, and 25.5% is explained by other variables not included in this model. Aa.

2) Hypothesis Test Results

The proposed hypothesis was tested using a structural model (inner model) by examining the path coefficients, which indicate the parameter coefficients and the significance value of the t-statistic. The significance of the estimated parameters can provide information regarding the relationship between the research variables. The threshold for rejecting or accepting the proposed hypothesis is a P value of <0.05. The table below presents the estimated output for the structural model test.

Table 11. Hypothesis Testing based on Path Coefficient

	Sample original (O)	Average sample (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P value (P values)
Job Satisfaction -> Employee performance	0.384	0.363	0.164	2,337	0.019
Work Competence -> Job satisfaction	0.702	0.695	0.101	6,946	0,000
Work Competence -> Employee performance	0.347	0.379	0.159	2,176	0.030
Work-Life Balance-> Job satisfaction	0.204	0.215	0.091	2,230	0.026
Work-Life Balance-> Employee performance	0.234	0.230	0.109	2,139	0.033

Table 11 presents the inner weight value, which comprises Work-Life Balance (X1) and Work Competence (X2), and its influence on employee performance satisfaction can be understood.

a) First Hypothesis Testing (H1)

The first hypothesis states that Work-Life Balance has a positive and significant effect on Employee performance. Table 11 shows that the variable Work-Life Balance has a significant p-value of 0.033, which is less than 0.05, and the t-statistic is greater than 1.96 ($2,139 > 1.96$). The parameter coefficient value of +0.234 indicates that the influence is positive on the dependent variable. This means that H1 is accepted, so it can be said that Work-Life Balance has a positive and significant effect on Employee performance. A better work-life balance will lead to further increased employee performance.

b) Testing the Second Hypothesis (H2)

The second hypothesis states that Work Competencies have a positive and significant effect on Employee performance. Table 11 shows that the variable Work Competencies has a significant p-value of 0.030, which is less than 0.05, and the t-statistic is greater than 1.96 ($2,176 > 1.96$). The parameter coefficient value of +0.347 indicates that the influence is positive on the dependent variable. This means that H2 is accepted, so it can be said that work competencies have a positive and significant effect on Employee performance. The better the work Competence, the higher the employee's performance will increase.

c) Testing the Third Hypothesis (H3)

The third hypothesis states that job satisfaction has a positive and significant effect on employee performance. Table 11 shows that the variable Job satisfaction has a significant p-value of 0.019, which is less than 0.05, and the t-statistic is greater than 1.96 ($t(2,337) > 1.96$). The parameter coefficient value of +0.384 indicates that the influence is positive on the dependent variable. This means that H3 is accepted, indicating that job satisfaction has a positive and significant effect on employee performance. The better the job satisfaction, the higher the employee performance will increase further.

d) Testing the Fourth Hypothesis (H4)

The fourth hypothesis states that Work-Life Balance has a positive and significant effect on Job satisfaction. Table 11 shows that the variable Work-Life Balance has a significant p-value of 0.026, which is less than 0.05, and the t-statistic is greater than 1.96 ($2,230 > 1.96$). The parameter coefficient value of +0.204 indicates that the influence is positive on the dependent variable. This means that H4 is accepted, so it can be said that Work-Life Balance has a positive and significant effect on Job satisfaction. A better work-life balance will lead to increased job satisfaction.

e) Testing the Fifth Hypothesis (H5)

The fifth hypothesis states that Work Competencies have a positive and significant effect on Job satisfaction. Table 11 shows that the variable Work Competencies has a significant p-value of 0.000, which is less than 0.05, and the t-statistic is greater than 1.96 ($6,946 > 1.96$). The parameter coefficient value of +0.702 indicates that the influence is positive on the dependent variable. This means that H5 is accepted, so it can be said that Work Competencies have a positive and significant effect on Job satisfaction. The better the Work Competence, the higher the Satisfaction. Job satisfaction will increase further.

Table 12. Hypothesis Testing based on Intervening Effect

	Sample original (O)	Average sample (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P value (P values)
Work Competence ->	0.270	0.251	0.123	2,186	0.029

	Sample original (O)	Average sample (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P value (P values)
Job Satisfaction -> Employee performance					
Work-Life Balance-> Job Satisfaction -> Employee performance	0.195	0.190	0.099	1,974	0.049

Table 12 shows that the inner weight value, which consists of Work-Life Balance (X1) and Work Competence (X2), can partially determine its influence on Employee Performance and Job Satisfaction as an intervening variable.

1) Testing the Sixth Hypothesis (H6)

The sixth hypothesis states that Work-Life Balance has a positive and significant effect on employee performance, which in turn affects intervening job satisfaction. The table shows that the variable Work-Life Balance has a significance level of 0.049, which is smaller than 0.005, and a t-statistic value greater than 1.96 ($1.974 > 1.96$). The parameter coefficient value of +0.195 indicates a positive influence on the dependent variable. This means that H6 is accepted, indicating that Work-Life Balance has a positive and significant effect on employee performance, which in turn affects job satisfaction. Increasingly, work-life balance performance will improve even with intervening Job Satisfaction. This suggests that the Job Satisfaction variable mediates the relationship between Work-Life Balance and Employee Performance.

2) Testing the Seventh Hypothesis (H7)

The seventh hypothesis states that Work Competencies have a positive and significant effect on Employee performance, which in turn affects intervening Job Satisfaction. The table shows that the variable Work Competencies has a significance level of 0.029, which is smaller than 0.005, and a t-statistic value greater than 1.96 ($2,186 > 1.96$). The parameter coefficient value of +0.270 indicates a positive influence on the dependent variable. This means that H7 is accepted, so it can be said that Work Competencies have a positive and significant effect on Employee performance, which in turn affects intervening Job Satisfaction. Increasingly, competencies will lead to improved employee performance, even in the face of intervening Job Satisfaction. This suggests that the Job Satisfaction variable serves as an intervening variable between Work Competencies and Employee Performance.

4.2. Discussion

a. Influence Work-Life Balance on the Performance of PT PLN (Persero) UP3 Bau-Bau Employees

The results of the hypothesis test show that the Work-Life Balance variable has a positive and significant effect on employee performance. A better work-life balance will further enhance employee performance at PT PLN (Persero) UP3 Bau-Bau. This shows that when employees can manage their time, in a balanced way, namely being able to divide their personal time with work time without having to harm their work, it can have a good impact on performance, so that employees can apply this work-life balance well, of course, it cannot be separated from the intervention of the organization which also takes part in implementing fair regulations and policies for employees, but it also comes from the awareness of the employees themselves how to balance between personal life and work life both in terms of time, involvement, communication and other aspects. Satisfaction balance refers to the level of satisfaction an individual feels with both their work and personal life. If employees are happy with their work and also satisfied with the time they have for family or hobbies, stress levels will decrease, and performance will increase. Work-life balance (work-life balance is

the level of satisfaction related to multiple roles in one's life. Another explanation of work-life balance is a state where a person is in balance between work responsibilities and family or personal life responsibilities.

Organizational agility enables operational flexibility, supporting the implementation of policies that promote a healthy work-life balance for employees. By providing employees with the space to maintain a balance between work and personal life, organizations create a work environment conducive to productivity and innovation. In this context, work-life balance not only impacts employee well-being but also presents an opportunity for organizations to increase competitiveness. The dominant indicator in the Work-Life Balance variable is role balance (Involvement Balance), as observed among employees of PT PLN (Persero) UP3 Bau-Bau, indicating that the balance of employee involvement between work and personal life has a greater impact than other aspects. Role balance refers to the extent to which an employee can allocate their attention, energy, and commitment in a balanced way between work and personal life. An imbalance in this aspect can lead to stress, emotional exhaustion, and decreased work productivity. When employees can manage time and energy in a balanced way, they feel more satisfied, motivated, and productive in carrying out their tasks.

b. Influence Work Competence on Employee Performance at PT PLN (Persero) UP3 Bau-Bau

The results of the hypothesis test show that the variable Work Competencies has a positive and significant effect on Employee performance. The better the work Competence, the more employee performance will continue to increase. Employees need to improve their work competencies. PLN (Persero) UP3 Bau-Bau Employees who possess job competencies tend to possess strong job performance and the skills to complete tasks based on company targets. This can foster employee morale, encouraging them to continue excelling in their work, which can ultimately improve company performance. Conversely, employees who lack high competencies tend to struggle with performing effectively. Competence refers to a person's knowledge, skills, abilities, or personality characteristics that directly influence their job performance. In a company, each employee possesses different skills for their respective job.

Strong job competencies enhance employees' ability to adapt to sudden changes in agile organizations. Organizations that continually develop their employees' job competencies are better equipped to face challenges and capitalize on opportunities in a dynamic business environment. These competencies also contribute to innovation and operational efficiency—key indicators in variable work (skills)—among employees of PT PLN (Persero) UP3 Bau-Bau. Employee competencies encompass both technical skills, including operating and maintaining electrical systems, as well as non-technical skills such as communication and problem-solving. The high demands of jobs that require specific expertise make work skills the most influential factor in determining employee competency. If employees possess good skills, productivity, operational efficiency, and a high quality of service to customers, the overall quality of service will increase. Therefore, developing work skills through training, experience, and adaptation to technology is a key strategy in improving work competency at PT PLN (Persero) UP3 Bau-Bau.

Competence encompasses knowledge, specifically the information or insight a person possesses regarding job duties, procedures, and responsibilities. PT PLN (Persero) UP3 Bau-Bau who have extensive knowledge tend to work faster and more accurately. Understanding is the ability to relate existing knowledge to real-world work contexts and situations. A deep understanding enables employees at PT PLN (Persero) UP3 Bau-Bau to make quick decisions when facing technical problems in the field or when serving customers. Without this understanding, knowledge remains passive and is not applicable. Attitude is the way of thinking and mental response demonstrated toward work, coworkers, and the work environment. A positive attitude enhances work morale, team collaboration, and compliance with regulations. PT PLN (Persero) UP3 Bau-Bau relies heavily on its team, and proactive and disciplined attitudes significantly influence the achievement of service targets. Interest is a passion or inner drive for a particular field of work. A strong interest in one's work encourages initiative, creativity, and ongoing learning. Engaged employees tend to be more resilient to stress and remain motivated.

c. Influence Job Satisfaction on the Performance of PT PLN (Persero) UP3 Bau-Bau Employees

The results of the hypothesis test indicate that the variable 'Job satisfaction' has a positive and significant effect on Employee performance. The better Job satisfaction performance will continue to improve. If the company consistently implements its career and compensation systems effectively, maintains positive relationships with coworkers, consistently motivates its superiors, and maintains a conducive physical work environment, employees will feel safe and comfortable in their work environment. Consequently, employees will perform to the best of their ability and consistently strive to provide the best service to customers. This demonstrates high employee performance. Job satisfaction is an affective or emotional response to various aspects of work. It is a set of employee' feelings about whether their work is enjoyable or not. It is a general attitude toward one's job that reflects the difference between the amount of rewards workers receive and the amount they believe they should receive. Afandi (2018). Job satisfaction is a key factor contributing to improved employee performance. Therefore, organizations must ensure that employees feel valued, supported, and have opportunities for development so they can make optimal contributions to the organization's success.

Dominant indicators in the variables Job: satisfaction, Work colleague, PLN (Persero) UP3 Bau-Bau. Positive interactions with coworkers can create a comfortable work environment, increase motivation, and facilitate collaboration in completing tasks. Supportive coworkers can help overcome work challenges, share knowledge, and create a more harmonious work atmosphere. When employees feel they have good working relationships with their colleagues, they are more likely to feel valued and comfortable in their work environment. The level of satisfaction employees feel with the type of work, tasks, and challenges they face daily. PT PLN (Persero) UP3 Bau-Bau employees will be more motivated if they feel their work is meaningful, matches their abilities, and offers positive challenges. For example, a technician who takes pride in helping the community during a power outage will demonstrate high dedication.

Satisfaction level with financial compensation, including base salary, allowances, incentives, and bonuses. Employees of PT PLN (Persero) UP3 Bau-Bau who feel their compensation is fair and appropriate compared to the workload and risks of their job (especially field technicians) will be more loyal and enthusiastic, as well as more satisfied with career development opportunities and promotion within the organization. A clear career path, regular training, and a fair appraisal system encourage PT PLN (Persero) UP3 Bau-Bau employees to improve their performance. Satisfaction with the supervisor's leadership style, communication, and support provided by the supervisor/leader. Supportive, communicative, and fair management at PT PLN (Persero) UP3 Bau-Bau will create a healthy work environment and increase team spirit. Conversely, an authoritarian or inconsiderate manager can decrease satisfaction and performance. Without fair promotions, employees can feel stagnant and lose motivation. Job Satisfaction Has a Positive and Significant Influence on Employee Performance. Job satisfaction is a key factor that directly influences employee performance. Organizations that prioritize improving job satisfaction by providing a comfortable work environment, fair compensation, strong working relationships, and opportunities for career development will experience significant increases in employee productivity and effectiveness.

d. Influence Work-Life Balance on Job Satisfaction at PT PLN (Persero) UP3 Bau-Bau

The results of the hypothesis test show that the Work-Life Balance variable has a positive and significant effect on job satisfaction. The better the work-life balance, the higher the satisfaction will increase. This is because achieving work-life balance will create a sense of satisfaction related to accomplishments in the workplace. Employees who maintain a balance between their work and personal lives are more satisfied with their positions and are more loyal and committed to their companies. Work-life balance (work-life balance is the level of satisfaction related to multiple roles in one's life. Another explanation of work-life balance involves maintaining a balance between work responsibilities and family or personal responsibilities. Balancing these two requires harmony. Many employees struggle to manage their time effectively, both at work and in their personal lives. Wildiawanti, ZNM (2024). Employees with high motivation will feel more

satisfied when their work-life balance is fulfilled, as they are more focused on things that are valuable to both their work and personal life.

Agile organizations ensure that employees possess the necessary competencies to complete their tasks effectively, thereby increasing job satisfaction. Therefore, organizations must actively adapt training and development policies to support employee competencies and remain relevant to changing job demands. The dominant indicator in the Work-Life Balance variable is role involvement (Involvement Balance). Employees of PT PLN (Persero) UP3 Bau-Bau. This means that the balance of employee roles in work and personal life has a greater impact than other aspects. Involvement Balance refers to the extent to which an employee can allocate their attention, energy, and commitment equally between work and personal life. An imbalance in this aspect can lead to stress, emotional exhaustion, and decreased work productivity. The results of this study were also shown by Pratiwi, JA, & Fatoni, F. (2023) Husen, MR, Daud, A., & Firman, A. (2024), work-life balance (WLB) has a positive and significant impact on job satisfaction because it helps reduce stress, increase motivation, maintain health, strengthen loyalty, and create a better work environment. This makes employees feel more comfortable and satisfied in their jobs, which ultimately increases productivity and organizational effectiveness.

e. Influence Job Competence on Job Satisfaction at PT PLN (Persero) UP3 Bau-Bau

The results of the hypothesis test show that the Work Competence variable has a positive and significant effect on Job satisfaction. The better the Work Competence, the higher the job satisfaction will increase. With employees who possess the appropriate competencies, PT PLN (Persero) UP3 Bau-Bau can ensure that every task is carried out optimally, reducing work errors and increasing productivity. Furthermore, adequate competency will also impact employee job satisfaction because they feel more confident in carrying out their duties and receive appreciation for good performance. Therefore, investing in improving employee competency through training, certification, and relevant work experience is a strategic step in supporting the achievement of company goals. Competence refers to a person's knowledge, skills, abilities, or personality characteristics that directly impact their job performance. In a company, each employee possesses different skills. Competence is a guideline that companies can use to show their employees the right job (Arief & Nisak, 2022). Good work competencies lead to more effective, confident, and satisfied work. By providing ongoing training and competency development, organizations can improve employee job satisfaction, ultimately supporting overall productivity and organizational success.

Strong job competencies enhance employees' ability to adapt to sudden changes in agile organizations. Organizations that continually develop their employees' job competencies are better equipped to face challenges and capitalize on opportunities in a dynamic business environment. These competencies also contribute to innovation and operational efficiency. Dominant indicators in the variables of Work Competencies are the Abilities of Employees of PT PLN (Persero) UP3 Bau-Bau. Employee capabilities include technical skills in operating and maintaining electrical systems, as well as non-technical skills such as communication and problem-solving. The high demands of jobs that require specific expertise make work capabilities the most influential factor in determining employee competency. If employees possess good skills, productivity, operational efficiency, and a high quality of service to customers, it will increase. Therefore, developing work capabilities through training, experience, and adapting to technology is the primary strategy for improving work competency at PT PLN (Persero) UP3 Bau-Bau. The results of this study were also shown by Aditya, AF (2024). Az, MA, Mas'ud, M., & Saleh, A. (2022) concluded that job competence has a positive and significant effect on employee performance, as high competence enables employees to complete tasks more effectively and efficiently. Competence includes job-relevant knowledge, skills, and attitudes, all of which contribute to an employee's ability to meet job demands and achieve expected results.

- f. Influence Job satisfaction can strengthen the influence of work-life balance on employee performance at PT PLN (Persero) UP3 Bau-Bau

The results of the hypothesis test show that the variable Work-Life Balance has a positive and significant effect on Employee performance, which in turn affects Job Satisfaction. Increasingly, Work-Life Balance performance will increase even with intervening Job Satisfaction. This indicates that the Job Satisfaction variable is intervening between Work-Life Balance and Employee Performance of PT PLN (Persero) UP3 Bau-Bau. This means that increasing Work-Life Balance will initially enhance job satisfaction, which will ultimately lead to improved employee performance in the future. PT PLN (Persero) UP3 Bau-Bau, in other words, if employees feel they have a good balance between work and personal life, they will be more satisfied at work. This satisfaction, in turn, contributes to improving their performance. Therefore, to improve employee performance, PT PLN (Persero) UP3 Bau-Bau needs to ensure that policies and practices supporting Work-Life Balance are correctly implemented, thereby increasing employee job satisfaction.

Job satisfaction is an affective or emotional response to various aspects of work. A set of employee' feelings about whether or not their job is enjoyable. A general attitude toward one's job that indicates the difference between the amount of rewards workers receive and the amount they believe they should receive. Afandi (2018). Job satisfaction fosters a positive emotional state, enhancing the impact of work-life balance on work productivity and effectiveness. When employees feel a balance between work and personal life, they tend to be more satisfied with their jobs. This high level of job satisfaction encourages employees to be more enthusiastic, motivated, and loyal to the organization. Work-life balance (work-life balance is the level of satisfaction related to multiple roles in one's life. Another explanation of work-life balance involves maintaining a balance between work responsibilities and family or personal responsibilities. Balancing these two requires harmony. Many employees struggle to manage their time effectively, both at work and in their personal lives. Wildiawanti, ZNM (2024).

Job satisfaction serves as a bridge between work-life balance and work competencies, influencing employee performance and productivity. Agile organizations tend to create a supportive work environment where employees feel valued, empowered, and have the opportunity to grow. High job satisfaction reinforces the positive impact of work-life balance and work competencies on improving performance. The dominant indicator in the Work-Life Balance variable is role involvement (Involvement Balance). Employees of PT PLN (Persero) UP3 Bau-Bau recognize that the balance between employee involvement in work and personal life has a greater impact than other aspects. Involvement Balance refers to the extent to which an employee can allocate their attention, energy, and commitment equally between work and personal life. An imbalance in this aspect can lead to stress, emotional exhaustion, and decreased work productivity. The results of this study were also reported by Husen and Firman (2024) and Putro, MBS, & Wajdi (2024). Work-life balance has a positive and significant impact on Employee Performance. Husen and Firman, A. (2024). Job satisfaction strengthens relationships, enhances work-life balance, and improves employee performance. With job satisfaction, the benefits of work-life balance become more optimal, resulting in employees who are not only productive but also more creative and innovative in their work. This indicates that job satisfaction is a crucial factor in strengthening the relationship between work-life balance and employee performance.

- g. Influence Satisfaction can strengthen the influence of Work Competence on the performance of PT PLN (Persero) UP3 Bau-Bau employees

The results of the hypothesis test show that the Work Competence variable has a positive and significant effect on Employee performance, which in turn affects Job Satisfaction. Increasingly, competencies will lead to improved employee performance, even in the face of intervening Job Satisfaction. This indicates that the Job Satisfaction variable is an intervening variable between Work Competencies and employee performance at PT PLN (Persero) UP3 Bau-Bau. Employees who are satisfied with their jobs tend to maximize the impact of competency on their performance. This occurs because management places a greater emphasis on effectively managing and developing employee competency through appropriate policies, programs, and mechanisms. Therefore, leaders need to review educational and training patterns, as well as media and

materials, to enhance employee skills. Furthermore, changes in leadership patterns and styles, as well as the formulation of appropriate actions and evaluations, are necessary to foster employee discipline, integrity, and innovation, thereby enhancing employee satisfaction and performance.

Job satisfaction refers to an employee's attitude toward their work, encompassing aspects such as the work situation, collaboration with colleagues, rewards received, and factors related to physical and psychological well-being (Edy Sutrisno, 2019). Employees who are competent and satisfied with their work tend to be more motivated and enthusiastic, resulting in optimal performance. Job competence provides the foundation of skills and knowledge necessary to complete tasks effectively and efficiently. In contrast, job satisfaction creates a positive emotional state that encourages employees to utilize their complete competence. Competence refers to a person's knowledge, skills, abilities, or personality characteristics that directly impact their job performance. In a company, each employee possesses different skills. Competence is a guideline that companies can use to show their employees the right job (Arief & Nisak, 2022). Good work competencies lead to more effective, confident, and satisfied work. By providing ongoing training and competency development, organizations can improve employee job satisfaction, ultimately supporting overall productivity and organizational success.

When employees are satisfied with their jobs, they are more motivated to apply their skills and knowledge (job competencies) more effectively. Agile organizations, which can adapt quickly to change and support employees in maintaining a work-life balance, create an environment that fosters improved job competencies and enhanced employee performance. Dominant indicators in the variables Work Competencies are the abilities of PT PLN (Persero) and UP3 Bau-Bau employees. Employee capabilities include technical skills in operating and maintaining electrical systems, as well as non-technical skills such as communication and problem-solving. The high demands of jobs that require specific expertise make work capabilities the most influential factor in determining employee competency. If employees possess good skills, productivity, operational efficiency, and a high quality of service to customers, it will increase. Therefore, developing work capabilities through training, experience, and adapting to technology is the primary strategy for improving work competency at PT PLN (Persero) UP3 Bau-Bau. The results of this study were also demonstrated by Aditya, AF (2024), and Az, MA, Mas'ud, M., & Saleh, A. (2022), who concluded that work competence has a positive and significant effect on employee performance because high competence enables employees to complete tasks more effectively and efficiently. Competence includes job-relevant knowledge, skills, and attitudes, all of which contribute to an employee's ability to meet job demands and achieve expected results.

V. Conclusion

Based on the results of data analysis and hypothesis testing using SmartPLS, this study concludes that Work-Life Balance and Work Competence have a positive and significant effect on Employee Performance at PT PLN (Persero) UP3 Bau-Bau, both directly and indirectly through Job Satisfaction as an intervening variable. These findings indicate that the ability of employees to balance personal and professional roles, supported by adequate competence and high job satisfaction, plays a crucial role in enhancing performance. Furthermore, Job Satisfaction is confirmed as an essential mediating mechanism that strengthens the influence of Work-Life Balance and Work Competence on performance, providing a comprehensive understanding of the psychological processes shaping employee behavior and performance outcomes.

Theoretically, the findings reinforce human resource management and organizational behavior perspectives, which posit that role balance, competence, and job satisfaction are critical determinants of performance. This study contributes to the literature by validating a mediation model in which job satisfaction serves as a psychological mechanism linking individual factors to performance. From a managerial standpoint, the results highlight the importance for PT PLN (Persero) UP3 Bau-Bau to enhance flexible Work-Life Balance policies, strengthen continuous training and competency development programs—including certification and technology-based learning—and implement compensation, communication, and work environment strategies that sustain employee satisfaction. Moreover, establishing a consistent competency-based

performance evaluation system can help increase fairness, motivation, and long-term performance improvement.

This study has several limitations that should be acknowledged. First, its scope is limited to a single organizational unit—PT PLN (Persero) UP3 Bau-Bau—thus, the generalizability of the findings to other contexts remains limited. Second, the study examined only three primary variables, leaving out other potential factors such as work environment, leadership style, motivation, or organizational culture that may also influence employee performance. Accordingly, future research is recommended to expand the study to multiple organizational settings, incorporate additional moderating or mediating variables, and employ mixed-method approaches to obtain a more holistic understanding of the psychological and organizational dynamics that shape employee performance.

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