

THE EFFECT OF WORK-LIFE BALANCE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE

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Abstract

This study examines the effect of Work-Life Balance and Work Discipline on Employee Performance with Job Satisfaction as an intervening variable at PT. Perkebunan Nusantara IV Regional VI PKS Tanjung Seumantoh, Karang Baru. This research used a quantitative approach with a census sampling technique involving all 131 employees. Data were collected through questionnaires using a Likert scale and analyzed using multiple linear regression, path analysis, and the Sobel test with SPSS 26. The results show that Work-Life Balance, Work Discipline, and Job Satisfaction have positive and significant effects on Employee Performance. Furthermore, Work-Life Balance and Work Discipline have positive and significant effects on Job Satisfaction. Job Satisfaction partially mediates the relationship between Work-Life Balance and Employee Performance, as well as between Work Discipline and Employee Performance.

Keywords: Work-Life Balance, Work Discipline, Employee Performance, Job Satisfaction

INTRODUCTION

Human resources (HR) are essential assets that determine organizational success in facing competition and environmental changes. The quality of HR contributes to achieving organizational goals through employee abilities, creativity, and productivity (Windi & Lahamid, 2024). Therefore, effective HR management is needed to improve competitiveness and maintain organizational performance. This condition also applies to PT. Perkebunan Nusantara IV Regional VI PKS Tanjung Seumantoh, where HR plays an important role in supporting operational success (Amanda, 2025). Employee performance is an important indicator of an individual's ability to carry out responsibilities and achieve organizational targets. Performance is influenced by various factors, including work-life balance, work discipline, and job satisfaction. Job satisfaction reflects employees' positive feelings toward their work and contributes to improved performance (Subroto et al., 2025). Work-life balance refers to employees' ability to manage work and personal life effectively, while work discipline encourages compliance with company standards and regulations, both of which can affect performance (Prasetyo et al., 2023; Windi & Lahamid, 2024).

PT. Perkebunan Nusantara IV Regional VI PKS Tanjung Seumantoh has work characteristics requiring high discipline, strict targets, and long working hours, which may affect employees' work-life balance, job satisfaction, and performance. Despite numerous studies examining these variables, previous findings remain inconsistent, particularly regarding mediating variables and research contexts. Therefore, this study aims to analyze the effect of Work-Life Balance and Work Discipline on Employee Performance with Job Satisfaction as an intervening variable at PT. Perkebunan Nusantara IV Regional VI PKS Tanjung Seumantoh. This research is expected to contribute empirically to the development of human resource management.

LITERATURE REVIEW

Work-Life Balance

Work-life balance is an individual's ability to balance the demands of work with their personal life, thus creating a balance of time, involvement, and satisfaction between the two roles. Lockwood defines work-life balance as the balance between the demands of work and an individual's life, enabling satisfaction. Similarly, Collins et al. (2021) and Savitra Erica Turangan et al. (2022) explain that work-life balance describes the extent to which an individual can divide their time, involvement, and satisfaction between work and their personal life. Agung Prasetyo and Tri Wijayati Wardoyo (2023) add that work-life balance is a condition where an individual can achieve job satisfaction without neglecting their personal or family life. Implementing a good work-life balance can reduce stress and burnout, improve physical and mental health, and boost employee satisfaction and productivity. In addition to providing benefits to individuals, work-life balance also positively impacts organizations by increasing loyalty, productivity, and employee retention, as well as reducing absenteeism and turnover rates (Collins et al., 2021; Amanda, 2025; Wibisono, 2022). This study adopts the Work-Life Balance indicators proposed by Ueasangkomsate and Boonsripornchai (2025), including time management between work and personal life, control over personal time, balance between work and family responsibilities, reasonable working hours, physical and mental well-being, life satisfaction, and improved quality of life.

Work Discipline

Work discipline is a crucial factor in determining an organization's success in achieving its goals. Work discipline demonstrates employees' willingness and awareness to comply with all applicable regulations, procedures, and norms, thereby increasing work effectiveness and productivity. Rivai explains that work discipline is a tool organizations use to encourage changes in employee behavior to ensure compliance with company regulations, while Hasibuan emphasizes that discipline is key to a company's success in achieving its goals. Employees with high work discipline tend to carry out their duties voluntarily, responsibly, and in accordance with established company standards (Makun & Foeh, 2024; Wibowo et al., 2025; Windi & Lahamid, 2024). Work discipline benefits both individuals and organizations. Proper discipline can improve work effectiveness and efficiency, foster responsibility, increase productivity, create an orderly work environment, and support the achievement of organizational goals. This study adopts Alfred's work discipline indicators in Surito et al. (2020), consisting of punctuality, proper use of work facilities, responsibility in completing tasks, and compliance with organizational rules and procedures.

Job Satisfaction

Job satisfaction refers to employees' positive emotional responses toward their work based on the extent to which their expectations and needs are fulfilled. Robbins states that job satisfaction reflects an individual's attitude toward work, while Luthans and Hasibuan emphasize its connection with the fulfillment of employees' needs and positive feelings toward their jobs (Miyuki Regina Monoarfa et al., 2020; Atmaja, 2022; Hasan et al., 2025). High job satisfaction can increase motivation, commitment, productivity, and organizational performance while reducing absenteeism and turnover (Andrie Ch. Salhuteru & Harold Hursepuny, 2025). This study adopts Luthans' job satisfaction indicators (Surajiyo et al., 2020), consisting of the work itself, pay, co-workers, promotion opportunities, and supervision, which represent employees' perceptions of satisfaction with various aspects of their jobs.

Employee Performance

Employee performance refers to the results achieved by employees in carrying out their duties and responsibilities to support organizational goals. Performance reflects the achievement of organizational objectives and is influenced by factors such as ability, experience, commitment, and work effort (Surajiyo et al., 2020; Wibowo et al., 2025). High employee performance contributes to organizational effectiveness through increased productivity, improved decision-making, and goal achievement (Ferdin Revita & Hasbi, 2023; Marisya, 2022). This study adopts the employee performance indicators proposed by Aulia and Hamsal (2024), namely quality of work, quantity of work, timeliness, efficiency in resource utilization, and independence in carrying out job responsibilities. These indicators provide a comprehensive measurement of employee performance in achieving organizational objectives.

Relationship between Work-Life Balance and Employee Performance

Employee performance is the results achieved by individuals in completing tasks and responsibilities according to company-set standards. According to Robbins & Judge (in Wahyudin et al., 2025), performance can be measured through the quality and quantity of work output. Optimal performance indicates that employees are able to carry out their work effectively, while low performance can be influenced by various factors, one of which is work-life balance. Several previous studies have shown that work-life balance has a positive and significant effect on employee performance. This finding is supported by research by Bayu et al. (2024), Nurlaila and Nurul Asfiah (2025), and Subroto et al. (2025), which concluded that the better an employee's work-life balance, the higher their performance.

H1: Work-life balance has a positive and significant effect on Employee Performance at PT. Perkebunan Nusantara IV Regional VI PKS Tanjung Seumantoh.

Relationship between Work Discipline and Employee Performance

Work discipline is a crucial function in human resource management that plays a role in improving employee performance. According to Mangkunegara (2015), without good discipline, an organization will struggle to achieve optimal results. Work discipline reflects the level of employee compliance with company-established regulations, work standards, timeframes, procedures, and responsibilities. Employees with high levels of discipline tend to work more regularly, punctually, and consistently, resulting in better performance. Previous research has shown that work discipline has a positive effect on employee performance. Wibowo et al. (2025) found that work discipline had a positive effect on performance, although it was not statistically significant. Similar results were also reported by Ratu Humayroh Aldora et al. (2024), who showed that improved work discipline tended to be followed by improved employee performance.

H2: Work discipline has a positive and significant effect on employee performance at PT. Perkebunan Nusantara IV Regional VI PKS Tanjung Seumantoh.

Relationship between Job Satisfaction and Employee Performance

Job satisfaction is an employee's positive feelings about their job, arising from an evaluation of the characteristics of the work they perform (Wirtadipura & Sumarjo, 2025). According to Abdurrahmat (in Natalia et al., 2021), job satisfaction reflects a pleasant emotional attitude toward work, which is influenced not only by material aspects such as salary and benefits, but also by rewards, motivation, and the work environment. Employees with high levels of job satisfaction tend to demonstrate more optimal performance. Previous research supports a positive relationship between job satisfaction and employee performance. Sayekti (2018) and Wahyudin et al. (2025) found that job satisfaction positively influences employee performance, suggesting that increased job satisfaction can drive improved employee performance.

H3: Work discipline has a positive and significant effect on job satisfaction at PT. Perkebunan Nusantara IV Regional VI PKS Tanjung Seumantoh in Karang Baru District.

Relationship between Work-Life Balance and Job Satisfaction

Work-life balance is the balance between an employee's work life and personal life. A good balance allows employees to manage the demands of work and personal life harmoniously, thereby reducing stress, increasing motivation, and creating a sense of well-being at work. This condition contributes to increased job satisfaction because employees' physical, emotional, and social needs are met (I M. R. Andana, 2025). Previous research has shown that work-life balance has a positive and significant effect on job satisfaction. Wirtadipura and Sumarjo (2025) found that work-life balance increases employee job satisfaction and performance, both directly and through job satisfaction as a mediating variable. This finding is supported by Wahyudin et al. (2025), who stated that work-life balance has a positive effect on employee job satisfaction and performance, with job satisfaction acting as a mediating variable.

H4: Work-life balance has a positive and significant effect on job satisfaction at PT. Perkebunan Nusantara IV Regional VI PKS Tanjung Seumantoh in Karang Baru District.

Relationship between Work Discipline and Job Satisfaction

Work discipline is an employee's awareness and willingness to comply with applicable regulations and norms within the organization (Hasibuan in Putri et al., 2020). According to Rivai (in Bryan Filliantoni & Sri Hartono, 2019), work discipline serves as a tool to encourage employees to behave in accordance with company regulations. Employees with high work discipline tend to be more responsible, comply with regulations, and demonstrate a positive attitude toward their work, thereby increasing job satisfaction. Previous research supports a positive relationship between work discipline and job satisfaction. Putri et al. (2020) found that work discipline

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significantly influences job satisfaction. This finding is supported by Astuti and Rahardjo (2021), who stated that work discipline has a positive and significant effect on job satisfaction. **H5:** Work discipline has a positive and significant effect on job satisfaction at PT. Perkebunan Nusantara IV Regional VI PKS Tanjung Seumantoh in Karang Baru District.

H5: Work Discipline has a positive and significant effect on job satisfaction at PT. Perkebunan Nusantara IV Regional VI PKS Tanjung Seumantoh in Karang Baru District.

Relationship Between Work-Life Balance And Employee Performance With Job Satisfaction As An Intervening Variable

Job Satisfaction acts as a mediating variable in the relationship between Work-Life Balance and Employee Performance. The better the balance between work and personal life, the higher the employee's job satisfaction, which in turn improves performance. Employees who are able to balance the demands of work and personal life tend to be more motivated, have high work engagement, and are able to work more productively and efficiently. Companies that create policies and work environments that support Work-Life Balance will increase employee job satisfaction, which in turn contributes to improved Employee Performance. Thus, job satisfaction serves as a mechanism that strengthens the influence of Work-Life Balance on employee performance. This finding is supported by research by Firdaus (2025), which states that Work-Life Balance has a positive and significant effect on Employee Performance, with Job Satisfaction proven to mediate this relationship. Similar results were also found by Dalila and Kholidi Hadi (2024) and Wahyudin et al. (2025), who concluded that Job Satisfaction mediates the effect of Work-Life Balance on Employee Performance.

H6: Job satisfaction mediates the relationship between work-life balance and employee performance at PT. Perkebunan Nusantara IV Regional VI PKS Tanjung Seumantoh in Karang Baru District.

Relationship between Work Discipline and Employee Performance with Job Satisfaction as an Intervening Variable

Job Satisfaction also acts as a mediating variable in the relationship between Work Discipline and Employee Performance. Work discipline reflects the level of employee compliance with regulations, work standards, and responsibilities established by the company (Arijanto, 2019). Employees with high work discipline tend to be more organized, responsible, and able to complete tasks on time, thereby increasing job satisfaction, which ultimately impacts performance. Therefore, Job Satisfaction strengthens the influence of Work Discipline on Employee Performance. Disciplined employees not only demonstrate better performance directly but also experience higher job satisfaction due to their ability to work effectively in an orderly and conducive environment. This finding is supported by research by Astuti and Rahardjo (2021), which states that Job Satisfaction mediates the effect of Work Discipline on Employee Performance. Similar results were also found by Bryan Filliantoni and Sri Hartono (2019), who demonstrated that Job Satisfaction acts as a full mediator in this relationship. Meanwhile, Ratu Humayroh Aldora et al. (2024) also found that Job Satisfaction mediated the influence of Work Discipline on Employee Performance, although the resulting mediation effect was not significant.

H7: Job satisfaction mediates the relationship between work discipline and employee performance at PT. Perkebunan Nusantara IV Regional VI PKS Tanjung Seumantoh in Karang Baru District.



METHOD

This study employs a quantitative approach and was conducted at PT Perkebunan Nusantara IV Regional VI PKS Tanjung Seumantoh, Aceh Tamiang Regency. The study population comprises all 131 employees; simple random sampling was used, resulting in the entire population serving as the research sample (Sugiyono, 2016). Primary data were collected via questionnaires using a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The data were analyzed quantitatively using SPSS 26 and path analysis to examine the influence of Work-Life Balance and Work Discipline on Employee Performance, with Job Satisfaction serving as an intervening variable.

RESULTS AND DISCUSSION

The respondent profile describes the characteristics of 131 employees of PT. Perkebunan Nusantara IV Regional VI PKS Tanjung Seumantoh based on gender, age, education level, and length of service. The data were obtained through questionnaires and processed using SPSS 26.

Table 1. Respondent Characteristics

Kelompok Usia	Frekuensi	Persentase %
< 25 Tahun	9 Orang	6,90 %
26 – 35 Tahun	18 Tahun	13,70 %
36 – 45 Tahun	46 Orang	35,10 %
46 – 50 Tahun	29 Orang	22,10 %
> 51 Tahun	29 Orang	22,10%
Total	131 Orang	100 %
Jenis Kelamin	Frekuensi	Persentase
Laki-laki	121	92,40%
Perempuan	10	7,60%
Total	131	100%
Pendidikan	Frekuensi	Persentase
SD – SMP	9 Orang	6,90 %
SMA – D1	102 Orang	77,90 %
D3 – S1	20 Orang	15,30%
S2 – S3	0 Orang	0,00 %
Total	131 Orang	100%
Masa Kerja	Frekuensi	Persentase
< 1 Tahun	0 Orang	0,00%
1 – 2 Tahun	27 Orang	20,60 %
3 – 4 Tahun	4 Orang	3,10 %
> 4 Tahun	100 Orang	76,30 %
Total	131 Orang	100 %
Status perkawinan	Responden	Persentase
Menikah	89	67,80 %
Belum menikah	30	22,90 %
Duda/janda	12	9,20 %
Total	131	100 %

Source: Results processed in (2026)

Respondent characteristics indicate that the majority of employees at PT Perkebunan Nusantara IV Regional VI PKS Tanjung Seumantoh are aged 36–45 (35.10%) and predominantly male (92.40%). Most respondents hold education levels ranging from high school to a one-year diploma (77.90%), possess over four years of work experience (76.30%), and are married (67.80%). These characteristics suggest that the workforce is largely within the productive age range and possesses a relatively high level of work experience.

Data Quality Test

Validity Testing

Validity testing is conducted to determine the ability of the research instrument to measure the variables studied. The instrument is declared valid if the calculated *r* value is greater than the table *r* value and the significance value is less than 0.05 (Ghozali, 2011). In this study, the number of respondents was 131 people, resulting in *df* = 129 with a significance level of 5%, resulting in an *r* table value of 0.172. The results of the validity test for each indicator are presented in the following table;

Table 2. Validity Test Results Work-Life Balance (X1)

<i>Work-Life Balance (X1)</i>			
Indikator Pernyataan	R _{hitung}	R _{tabel}	Keterangan
Pernyataan 1	0,856	0,172	Valid
Pernyataan 2	0,874	0,172	Valid
Pernyataan 3	0,861	0,172	Valid
Pernyataan 4	0,890	0,172	Valid
Pernyataan 5	0,845	0,172	Valid
Pernyataan 6	0,875	0,172	Valid
<i>Work Discipline (X2)</i>			
Indikator Pernyataan	R _{hitung}	R _{tabel}	Keterangan
Pernyataan 1	0,866	0,172	Valid
Pernyataan 2	0,841	0,172	Valid
Pernyataan 3	0,867	0,172	Valid
Pernyataan 4	0,870	0,172	Valid
Pernyataan 5	0,844	0,172	Valid
Pernyataan 6	0,885	0,172	Valid
Pernyataan 7	0,884	0,172	Valid
Pernyataan 8	0,852	0,172	Valid
<i>Job Satisfaction (M)</i>			
Indikator Pernyataan	R _{hitung}	R _{tabel}	Keterangan
Pernyataan 1	0,858	0,172	Valid
Pernyataan 2	0,888	0,172	Valid
Pernyataan 3	0,856	0,172	Valid
Pernyataan 4	0,872	0,172	Valid
Pernyataan 5	0,841	0,172	Valid
Pernyataan 6	0,873	0,172	Valid
Pernyataan 7	0,878	0,172	Valid
Pernyataan 8	0,876	0,172	Valid
Pernyataan 9	0,842	0,172	Valid
Pernyataan 10	0,855	0,172	Valid
<i>Employee Performance (Y)</i>			
Indikator Pernyataan	R _{hitung}	R _{tabel}	Keterangan
Pernyataan 1	0,824	0,172	Valid
Pernyataan 2	0,885	0,172	Valid
Pernyataan 3	0,864	0,172	Valid
Pernyataan 4	0,865	0,172	Valid
Pernyataan 5	0,868	0,172	Valid
Pernyataan 6	0,890	0,172	Valid
Pernyataan 7	0,840	0,172	Valid
Pernyataan 8	0,876	0,172	Valid
Pernyataan 9	0,872	0,172	Valid
Pernyataan 10	0,860	0,172	Valid

Source: Results processed in (2026)

Based on the validity test results above, it shows that all variables above show that all variables used in this study have a calculated R value > R table and the significance value used is 0.05. Therefore, it can be concluded

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that all variable data used in this study has valid and accurate data that is declared to have passed the validity test. The results show that all questionnaire items for Work-Life Balance, Work Discipline, Job Satisfaction, and Employee Performance have r-count values greater than the r-table value, indicating that all indicators are valid.

Reliability Testing

Table 6. Reliability Test Results

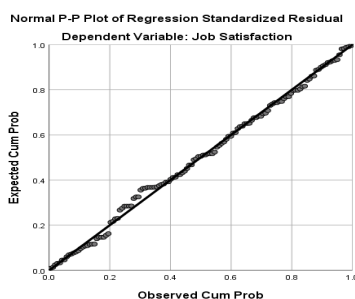
Variabel	Item	Cronbach's Alpha	Konstanta	Keterangan
<i>Work-Life Balance (X1)</i>	6	0,934	0,6	Reliabel
<i>Work Discipline (X2)</i>	8	0,951	0,6	Reliabel
<i>Job Satisfaction (M)</i>	10	0,962	0,6	Reliabel
<i>Employee Performance (Y)</i>	10	0,962	0,6	Reliabel

Source: Results processed in (2026)

Reliability testing was conducted to determine the consistency of the research instrument. The test used Cronbach's Alpha, where an instrument is considered reliable if its Cronbach's Alpha value is >0.60 (Ghozali, 2020). The results of the reliability test Reliability was performed using Cronbach's Alpha, with an instrument considered reliable if the value exceeds 0.60 (Ghozali, 2020). The Cronbach's Alpha values obtained were 0.934 for Work-Life Balance, 0.951 for Work Discipline, and 0.962 for both Job Satisfaction and Employee Performance. Since all values exceed the required threshold, the research instrument is declared reliable and suitable for further analysis.

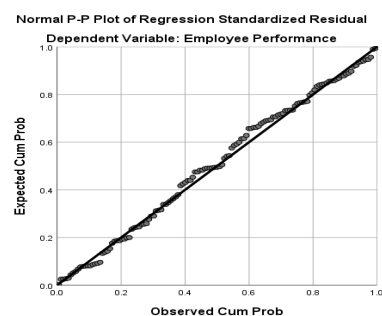
Normality Test

A normality test was conducted to determine whether the residual data in the regression model was normally distributed. The test used a Normal Probability Plot (P-P Plot), where the regression model is declared to meet the normality assumption if the residual points are spread around the diagonal line and follow the direction of the diagonal line (Ghozali, 2020). The results of the normality test for Models I and II are presented in the following figure: The normality test was conducted to determine whether the regression residuals were normally distributed. The results of the Normal Probability Plot (P-P Plot) for Models I and II show that the residual points are spread around and follow the diagonal line, indicating that the regression models meet the normality assumption (Ghozali, 2020).



Normality probability p-plot Model I

Source: Results processed in (2026)



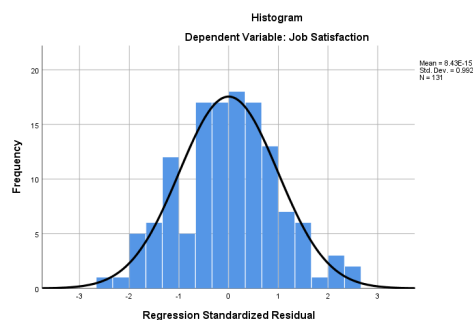
Normality probability p-plot Model II

Source: Results processed in (2026)

Based on the normality test using the histogram graph in Models I and II above, it shows that the diagonal line in the graph is symmetrical, meaning it does not deviate to the left or right. Therefore, it can be concluded that the data in this study is normally distributed. In addition to using the Normal Probability Plot and Histogram, normality tests were also conducted using the One-Sample Kolmogorov-Smirnov (K-S) test. Data are declared normally distributed if the Asymp. Sig. value is > 0.05 (Ghozali, 2020).

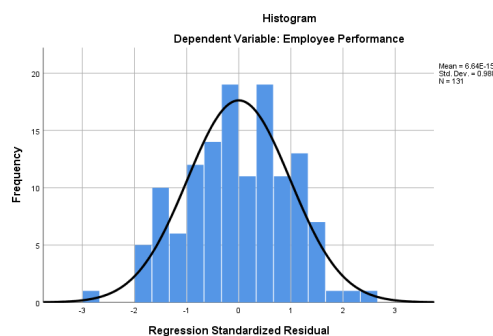
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Histogram Model I

Source: Results processed in (2026)



Histogram Model II

Source: Results processed in (2026)

Based on the results in the first model of the Kolmogorov Smirnov normality test in the table below shows the Asymp. Sig. (2-tailed) value of 0.200c,d. This shows that the value is greater than the significance level of 0.05 where $0.05 > 0.200$ c,d, so it can be concluded that the residual value data of the regression model in this study is normally distributed. Then, based on the results in the table of model II, the Kolmogorov Smirnov test for normality of Model II in the table below shows the Asymp. Sig. (2-tailed) value of 0.200c,d. This shows that the value is greater than the significance level of 0.05 where $0.05 > 0.200$ c,d, so it can be concluded that the residual value data of the regression model in this study is normally distributed.

Multicollinearity Test

A multicollinearity test was conducted to determine whether there was a correlation between the independent variables in the regression model. The test used Tolerance and Variance Inflation Factor (VIF) values. A regression model is declared free of multicollinearity if it has a Tolerance value > 0.10 and a VIF < 10 (Ghozali, 2020). Multicollinearity test results for Models I and models II.

Table 8. Multicollinearity Test Results of Model I

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Work-Life Balance	0,152	6,583
Work Discipline	0,140	7,155
Job Satisfaction	0,125	7,992

Source: Results processed in (2026)

The multicollinearity test of model I in the table above shows that the tolerance value obtained for work-life balance is 0.152 and the VIF is 6.583, the work discipline variable has a tolerance value of 0.140 and a VIF of 7.155, and the Job satisfaction variable has a tolerance value of 0.125 and a VIF of 7.992. All of these variables have a tolerance value of > 0.10 and a VIF < 10 . Thus, it can be concluded that the regression model does not experience symptoms of multicollinearity so that it fulfills one of the assumptions of classical regression.

Table 9. Multicollinearity Test Results of Model II

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Work-Life Balance	0,199	5,013
Work Discipline	0,199	5,013

Source: Results processed in (2026)

The multicollinearity test of model II in the table above shows that the tolerance value obtained for work-life balance is 0.199 and the VIF is 5.013, the work discipline variable has a tolerance value of 0.199 and a VIF of 5.013. All of these variables have a tolerance value of > 0.10 and a VIF < 10 . Thus, it can be concluded that the

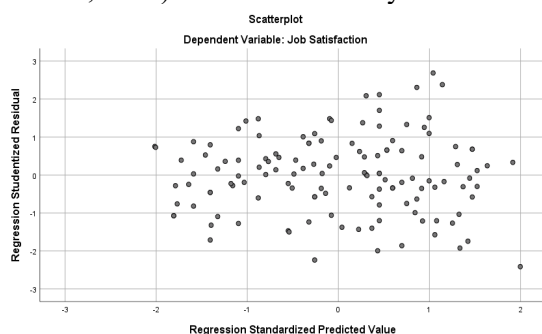
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regression model does not experience multicollinearity symptoms, thus fulfilling one of the assumptions of classical regression.

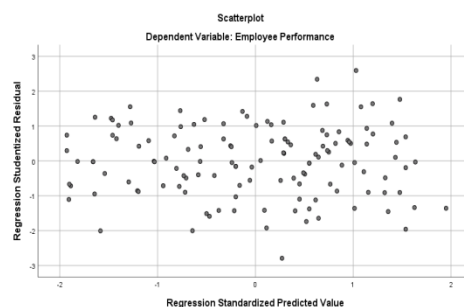
Heteroscedasticity Test

A heteroscedasticity test was conducted to determine whether there was inequality in residual variance in the regression model. This study used the Scatterplot method, where a regression model is declared free of heteroscedasticity if the points on the graph are randomly distributed and do not form a specific pattern (Ghozali, 2018; Ghozali, 2020). Heteroscedasticity test results for Models I and models II



Scatterplot Model I

Source: Results processed in (2026)



Scatterplot Model II

Source: Results processed in (2026)

Based on the images of model I and model II, the results of the heteroscedasticity test in the table above show that the points on the scatterplot graph show that the residual points are randomly spread above and below the number 0 and on the Y axis and do not form a particular pattern. So this indicates that there are no symptoms of heteroscedasticity in the regression model, so the assumption of homoscedasticity has been met and the regression model is suitable for use in hypothesis testing.

Path Analysis

The path analysis results produced two regression models. The first model examines the effect of Work-Life Balance (WLB) and Work Discipline (WD) on Job Satisfaction (JS), with the equation: $(JS = 0.461WLB + 0.522WD + e_1)$. The second model examines the effect of WLB, WD, and JS on Employee Performance (EP), with the equation: $(EP = 0.317WLB + 0.286WD + 0.382JS + e_2)$. Based on the path analysis, the direct effect of WLB on JS is 0.461, while WD on JS is 0.522. The direct effects of WLB and WD on EP are 0.317 and 0.286, respectively, and JS on EP is 0.382. The indirect effect of WLB on EP through JS is 0.176 (0.461×0.382), while the indirect effect of WD on EP through JS is 0.199 (0.522×0.382). Thus, the total effects of WLB and WD on EP through JS are 0.843 and 0.904, respectively.

Model Suitability Testing

Test of the Coefficient of Determination (R²)

Table 10. Summary Model I
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.942 ^a	.887	.884	.2305

a. Predictors: (Constant), Job Satisfaction, Work-Life Balance, Work Discipline

b. Dependent Variable: Employee Performance

Source: Results processed in (2026)

The coefficient of determination (R²) was used to measure the ability of the regression model to explain the dependent variable. In Model I, the R-value of 0.941 indicates a very strong relationship among Work-Life Balance, Work Discipline, Job Satisfaction, and Employee Performance. The R-Square value of 0.887 shows that 88.7% of the variation in Employee Performance can be explained by the research variables, while 11.3% is influenced by other factors outside the model. The Adjusted R-Square value of 0.884 confirms that the model has strong explanatory power.

Table 11. Summary Model I

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.935 ^a	.875	.873	.2422

a. Predictors: (Constant), Work Discipline, Work-Life Balance

b. Dependent Variable: Job Satisfaction

Source: Results processed in (2026)

In Model II, the R-value of 0.938 also indicates a very strong relationship among the variables. The R-Square value of 0.875 means that 87.5% of the variation in Employee Performance is explained by Work-Life Balance, Work Discipline, and Job Satisfaction, while 12.5% is explained by other factors. The Adjusted R-Square value of 0.873 indicates that the model remains reliable after adjustment and has a strong ability to explain Employee Performance.

F Statistic Test

The F test is used to determine whether the independent variables simultaneously have a significant effect on the dependent variable. A regression model is considered significant if the Sig. value is <0.05 , indicating that all independent variables simultaneously influence the dependent variable (Ghozali; Azhari et al., 2023). F test results Model I, the F count value is 447.459 with a significance level of 0.000. Because the significance value is smaller than 0.05 ($0.000 < 0.05$) and the F count value is greater than F table ($466.179 > 3.07$), then H_0 is rejected and H_1 is accepted. Thus, the variables Work-life balance and work discipline simultaneously have a significant effect on job satisfaction at PT. Perkebunan Nusantara IV Regional VI for Model I. F test results for Model II, the calculated F value is 331.732 with a significance level of 0.000. Because the significance value is smaller than 0.05 ($0.000 < 0.05$) and the calculated F value is greater than the F table ($329.194 > 2.67$), then H_0 is rejected and H_1 is accepted. Thus, the variables of work-life balance, work discipline, and job satisfaction simultaneously have a significant effect on employee performance.

Table 12. F Statistic Test Model I

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.499	2	26.250	447.459	.000 ^b
	Residual	7.509	128	.059		
	Total	60.008	130			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work Discipline, Work-Life Balance

Source: Results processed in (2026)

Table 13. F Statistic Test Model II

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.876	3	17.625	331.732	.000 ^b
	Residual	6.748	127	.053		
	Total	59.624	130			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Satisfaction, Work-Life Balance, Work Discipline

Source: Results processed in (2026)

Direct Hypothesis Testing

Partial Test (T-Test)

The t-test is used to determine the partial effect of each independent variable on the dependent variable. The test is conducted by comparing the calculated t-value with the t-table (1.978) at a 5% significance level. A variable

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is considered to have a significant effect if the Sig. value is <0.05 and the calculated t-value is $>$ the t-table (Ghozali, 2011). The results of the partial test in this study are presented in the following table.

Table 14. Partial Test Results of Model I

Model		Unstandardized Coefficients		Standardized Coefficients		T	Sig.
		B	Std Error	Beta			
1	(Constant)	0,056	0,124			0,453	0,651
	Work-Life Balance	0,461	0,073	0,433		6,330	0,000
	Work Discipline	0,522	0,071	0,518		7,394	0,000

Source: Results processed in (2026)

Based on the table above, the Work-Life Balance variable has a calculated t-value of 6.330, which is greater than the t-table value of 1.656, with a Sig. value of $0.000 < 0.05$. These results indicate that Work-Life Balance has a positive and significant effect on Job Satisfaction. Furthermore, the Work Discipline variable obtained a calculated t-value of 7.394, which is greater than the t-table value of 1.656, with a Sig. value of $0.000 < 0.05$. Thus, Work Discipline has a positive and significant effect on Job Satisfaction.

Table 15. Partial Test Results of Model I

Model		Unstandardized Coefficients		Standardized Coefficients		T	Sig.
		B	Std Error	Beta			
1	(Constant)	0,014	0,118			0,121	0,904
	Work-Life Balance	0,317	0,079	0,305		3,983	0,000
	Work Discipline	0,286	0,080	0,285		3,565	0,001
	Job Satisfaction	0,382	0,084	0,383		4,563	0,000

Source: Results processed in (2026)

Based on the table above, the Work-Life Balance variable has a calculated t-value of 3.983, which is greater than the t-table value of 1.656, with a Sig. value of $0.000 < 0.05$. Therefore, Work-Life Balance has a positive and significant effect on Employee Performance. The Work Discipline variable has a calculated t-value of 3.565, which is greater than the t-table value of 1.656, with a Sig. value of $0.001 < 0.05$. Therefore, Work Discipline has a positive and significant effect on Employee Performance. Furthermore, the Job Satisfaction variable has a calculated t-value of 4.563, which is greater than the t-table value of 1.656, with a Sig. value of $0.000 < 0.05$. Therefore, Job Satisfaction has a positive and significant effect on Employee Performance.

Sobel Test (Mediation Effect Test) Model I

The mediation test was conducted using the Sobel Test to determine the significance of the indirect effect of Work-Life Balance on Employee Performance through Job Satisfaction as an intervening variable. The interpretation of the results is based on the test statistic, standard error, and p-value obtained using the Sobel Test Calculator. The results of the mediation test, show a test statistic value of 3.690, which is greater than 1.96, with a p-value of $0.000 (< 0.05)$ and a standard error of 0.047. These results indicate that the indirect effect of Work-Life Balance on Employee Performance through Job Satisfaction is significant, so Job Satisfaction acts as a mediating variable. Furthermore, the significance of paths A, B, C, and C'.



Results of the Mediation Effect of Model I

Source: Results processed in (2026)

Based on the results of the mediation analysis, the Work-Life Balance $\rightarrow$ Job Satisfaction path (a) has a coefficient of 0.461 with a Sig. value = 0.000, while the Job Satisfaction $\rightarrow$ Employee Performance path (b) has a

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coefficient of 0.382 with a Sig. value = 0.000. The total effect of Work-Life Balance on Employee Performance is 0.843 (Sig. = 0.000), while the direct effect after entering Job Satisfaction as a mediating variable (c') is 0.317 (Sig. = 0.000). These results indicate that Job Satisfaction partially mediates the relationship between Work-Life Balance and Employee Performance. In addition, the residual values of the model obtained are $e_1 = 0.353$ and $e_2 = 0.336$.

Sobel Test (Mediation Effect Test) Model II

The mediation test was conducted using the Sobel Test to examine the significance of the indirect effect of Work-Life Balance on Employee Performance through Job Satisfaction as an intervening variable. The mediation assessment was based on the test statistic, standard error, and p-value obtained from the Sobel Test Calculator. The Sobel Test results show a statistical test value of 3.867, which is greater than 1.96, with a p-value of 0.000 (<0.05) and a standard error of 0.051. These results indicate that the indirect effect of Work Discipline on Employee Performance through Job Satisfaction is significant, so that Job Satisfaction acts as a mediating variable. Furthermore, the significance of paths A, B, C, and C' is presented in the following Figure;



Results of the Mediation Effect of Model II

Source: Results processed in (2026)

Based on the results of the mediation analysis, the Work Discipline $\rightarrow$ Job Satisfaction path (a) has a coefficient of 0.353 with a Sig. = 0.000, while the Job Satisfaction $\rightarrow$ Employee Performance path (b) has a coefficient of 0.382 with a Sig. = 0.000. The total effect of Work Discipline on Employee Performance is 0.904 (Sig. = 0.000), while the direct effect after entering Job Satisfaction as a mediating variable (c') is 0.286 (Sig. = 0.000). These results indicate that Job Satisfaction partially mediates the relationship between Work Discipline and Employee Performance. In addition, the residual values of the model obtained are $e_1 = 0.353$ and $e_2 = 0.336$.

Discussion of Research Results

The Effect of Work-Life Balance (X1) on Employee Performance (Y)

Based on the results of the hypothesis test, Work-Life Balance has a positive and significant effect on Employee Performance, as indicated by the calculated t-value = 3.983 $>$ t-table = 1.656, with a significance value of 0.000 $<$ 0.05. These results indicate that the first hypothesis (H1) is accepted, indicating that the better the implementation of work-life balance, the higher the employee performance at PT. Perkebunan Nusantara IV Regional VI Tanjung Seumantoh PKS. This finding indicates that work-life balance can increase employee productivity, focus, and job satisfaction. Employees who are able to manage their time, engagement, and satisfaction between work and personal life tend to have higher motivation, resulting in more optimal performance. The results of this study align with those of Adhika et al. (2025) and Bayu et al. (2024), Udin (2023), Subarto and Solihin (2025), and Triana and Suratman (2022) concluded that work-life balance has a positive and significant effect on employee performance. These findings reinforce the idea that improving work-life balance is a crucial factor in improving employee performance.

The Influence of Work Discipline (X2) on Employee Performance (Y)

Based on the results of the hypothesis test, Work Discipline has a positive and significant effect on Employee Performance, as indicated by the calculated t-value = 3.565 $>$ t-table = 1.656, with a significance value of 0.001 $<$ 0.05. These results indicate that the second hypothesis (H2) is accepted, indicating that the higher the employee's work discipline, the better the employee performance at PT. Perkebunan Nusantara IV Regional VI Tanjung Seumantoh PKS. These findings indicate that work discipline plays a significant role in increasing productivity, responsibility, and accuracy of work completion. Employees with a high level of discipline tend to be more compliant with regulations, have a strong commitment, and are able to complete tasks according to established targets, thus positively contributing to improved performance. The results of this study align with the

findings of Windi and Lahamid (2024), R. I. Firdaus (2022), Arijanto (2019), Ali Mashur Jamhuri (2023), and Romulus Desyanto Gultom (2024), who concluded that work discipline has a positive and significant effect on employee performance. This similarity of results reinforces the notion that work discipline is a key factor in improving employee performance.

The Influence of Work-Life Balance (X2) on Job Satisfaction (M)

Based on the results of the hypothesis test, Work-Life Balance has a positive and significant effect on Job Satisfaction, as indicated by the calculated t-value = $6.330 > t\text{-table} = 1.656$ with a significance value of $0.000 < 0.05$. These results indicate that the third hypothesis (H3) is accepted. The better the Work-Life Balance an employee has, the higher the Job Satisfaction at PT. Perkebunan Nusantara IV Regional VI Tanjung Seumantoh PKS. These findings indicate that work-life balance plays a significant role in increasing job satisfaction. Employees who are able to manage their time, work responsibilities, and personal life in a balanced manner tend to feel more comfortable, motivated, and satisfied with their work. These research findings align with those of Nurlaila and Nurul Asfiah (2023), Bayu et al. (2024), and Wahyudin et al. (2025), I. M. R. Andana (2025), Subarto and Solihin (2025), and Udin (2023) concluded that work-life balance has a positive and significant effect on job satisfaction. These similar results indicate that work-life balance is an important factor in increasing employee job satisfaction.

The Influence of Work Discipline (X2) on Job Satisfaction (M)

Based on the results of the hypothesis test, Work Discipline has a positive and significant effect on Job Satisfaction, as indicated by the calculated t-value = $7.394 > t\text{-table} = 1.656$, with a significance value of $0.000 < 0.05$. These results indicate that the fourth hypothesis (H4) is accepted. The higher the level of employee work discipline, the higher the Job Satisfaction at PT. Perkebunan Nusantara IV Regional VI Tanjung Seumantoh PKS. These findings indicate that good work discipline can increase job satisfaction because employees are better able to complete tasks according to established rules, targets, and responsibilities. This condition encourages satisfaction with work results, increases motivation, and creates a more conducive work environment. The results of this study align with those of Nurlaila and Nurul Asfiah (2023), Romulus Desyanto Gultom (2024), Sudiarditha (2019), and Anwar and Sitanggang (2025), which concluded that work discipline has a positive and significant effect on job satisfaction. This similarity of results reinforces the notion that work discipline is a crucial factor in increasing employee job satisfaction.

The Influence of Job Satisfaction (M) on Employee Performance (Y)

Based on the results of the hypothesis test, Job Satisfaction has a positive and significant effect on Employee Performance, as indicated by the calculated t-value = $4.536 > t\text{-table} = 1.656$, with a significance value of $0.000 < 0.05$. These results indicate that the fifth hypothesis (H5) is accepted. The higher the employee's perceived Job Satisfaction, the higher the Employee Performance at PT. Perkebunan Nusantara IV Regional VI Tanjung Seumantoh PKS. These findings indicate that employees who are satisfied with their jobs tend to have higher motivation, commitment, and productivity, thus producing optimal performance. Job satisfaction achieved through a positive work environment, recognition, career development opportunities, and appropriate compensation will drive improved employee performance. These research findings align with those of Sayekti (2018), Natalia et al. (2021), and Bayu et al. (2024), Romulus Desyanto Gultom (2024), Subarto and Solihin (2025), and Wahyudin et al. (2025) concluded that job satisfaction has a positive and significant effect on employee performance. These similar results reinforce the idea that job satisfaction is a crucial factor in improving employee performance.

The Influence of Work-Life Balance (X1) on Employee Performance (Y) Through Job Satisfaction (M) as a Mediating Variable.

Based on the results of the mediation test, Job Satisfaction was proven to partially mediate the relationship between Work-Life Balance and Employee Performance, with an indirect effect value of 0.176 and a significance level of $0.000 (<0.05)$. These results indicate that the sixth hypothesis (H6) is accepted. This means that Work-Life Balance not only directly influences Employee Performance but also improves performance through increased Job Satisfaction. This finding indicates that work-life balance can increase employee job satisfaction, which in turn impacts performance. Thus, Job Satisfaction acts as a mechanism that strengthens the influence of Work-Life Balance on Employee Performance. The results of this study align with research by F. Firdaus (2025), Subroto et al. (2025), and Adhika et al. (2025), Sayekti (2018), and Subarto and Solihin (2025) concluded that job satisfaction partially mediates the effect of work-life balance on employee performance. These similar results reinforce the idea

that improving work-life balance will have a more optimal impact on performance if accompanied by increased employee job satisfaction.

The Influence of Work Discipline (X2) on Employee Performance (Y) Through Job Satisfaction (M) as a Mediating Variable.

Based on the results of the mediation test, Job Satisfaction was proven to partially mediate the relationship between Work Discipline and Employee Performance, with an indirect effect value of 0.199 and a significance level of 0.005 (<0.05). These results indicate that the seventh hypothesis (H7) is accepted. This means that Work Discipline not only directly influences Employee Performance but also improves performance through increased Job Satisfaction. These findings indicate that employees with high work discipline tend to be more compliant with regulations, take responsibility for completing tasks, and achieve work targets. This condition increases job satisfaction, which ultimately impacts employee performance. Thus, Job Satisfaction acts as a mechanism that strengthens the influence of Work Discipline on Employee Performance. The results of this study align with those of Romulus Desyanto Gultom (2024), Astuti and Rahardjo (2021), Herliza Syafiana and Rondang Ni Bulan (2022), and Dadan and Nasrudin (2022), which concluded that job satisfaction mediates the effect of work discipline on employee performance. These similar findings reinforce the idea that improved work discipline will have a more optimal impact on performance when accompanied by increased employee job satisfaction.

CONCLUSION

Based on the research findings, it can be concluded that Work-Life Balance and Work Discipline have positive and significant effects on Employee Performance at PT. Perkebunan Nusantara IV Regional VI PKS Tanjung Seumantoh. Both variables also have positive and significant effects on Job Satisfaction, indicating that improved work-life balance and higher work discipline can increase employee satisfaction. Furthermore, Job Satisfaction has a positive and significant effect on Employee Performance. The mediation test results show that Job Satisfaction partially mediates the relationship between Work-Life Balance and Employee Performance, as well as between Work Discipline and Employee Performance. Therefore, improving work-life balance and work discipline can enhance employee performance both directly and indirectly through increased job satisfaction. Companies are expected to strengthen policies that support work-life balance, discipline, and job satisfaction to optimize employee performance.

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