

The Influence of Work-Life Balance, Employee Commitment, and Organisational Culture on the Performance of Healthcare Workers: A Case Study at Bhayangkara AKPOL Hospital

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Abstract

Health worker performance is a key factor in ensuring the quality of hospital services, especially in institutions with high workloads and strict operational standards. A decline in health worker performance can directly affect service quality and organisational image, requiring empirical studies to identify the factors that influence it. This study aims to analyse the influence of work-life balance, employee engagement, and organisational culture on the performance of healthcare workers at Bhayangkara AKPOL Hospital. This study uses a quantitative, explanatory design. The study population consists of all healthcare workers currently working at Bhayangkara AKPOL Hospital, and sampling is conducted using the census method, so the entire population serves as the study sample. Data were collected using a structured questionnaire with a Likert scale and analysed using simple and multiple linear regression in SPSS. The results showed that work-life balance and organisational culture had a positive and significant effect on the performance of healthcare workers. In contrast, employee engagement did not have a significant partial impact. Simultaneously, all three variables had a significant effect on healthcare workers' performance. These findings highlight the importance of managing work-life balance and strengthening organisational culture as managerial strategies for sustainably improving healthcare workers' performance.

Keywords: *Healthcare Worker Performance, Work-Life Balance, Employee Engagement, Organisational Culture, Hospital.*

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INTRODUCTION

Hospitals, as public service organisations, are required to provide consistent, safe, and patient-oriented services. Healthcare workers' performance primarily determines the quality of these services, as they are the leading actors in both clinical and non-clinical processes that directly impact patient safety, satisfaction, and the institution's image. Performance is understood as the level of employees' contribution to organisational activities that affect the organisation's sustainability (Adhitarma & Adnyani, 2023). Performance is also viewed as the results achieved by individuals/groups in carrying out their duties and responsibilities within a specific period (Fadli, 2022), as well as the willingness of individuals/groups to carry out and complete work in accordance with expected targets (Daryanto, 2022). Thus, HCWs' performance is a strategic indicator that must be maintained and continuously improved.

However, healthcare practices present work characteristics characterized by high pressure, fast-paced work rhythms, demands for accurate decisions, and significant emotional burdens. These conditions make organisational behaviour and human resource management factors increasingly relevant in explaining variations in healthcare worker performance. One

prominent factor is work-life balance (WLB), which refers to the extent to which individuals derive satisfaction from fulfilling their roles in life, both at work and outside it (Indirasari & Mardiana, 2022). In the hospital context, WLB is an important issue because healthcare workers not only face challenging workloads and working hours, but also need to maintain their family and social roles. Several studies show that good WLB is positively correlated with performance (Indirasari & Mardiana, 2022; Adhitarma & Adnyani, 2023). However, other studies find that WLB does not have a significant effect on performance (Rahmawati et al., 2021; Rossa et al., 2024). The inconsistency of these results indicates that there is room for further study, particularly in hospital organisational settings with specific work demands.

Apart from WLB, employee engagement is also considered to play an important role in shaping performance. Employee engagement refers to a state in which employees feel psychologically connected to their work, are committed, and are willing to give their best efforts to the organisation (Parodya & Landra, 2022). Engaged employees tend to show loyalty, exert effort, and drive to exceed minimum standards, thereby potentially improving performance (Adhitarma & Adnyani, 2023; Meisyah Mutiara et al., 2025). However, other studies have found that employee engagement does not have a significant impact on performance (Haedar et al., 2021; Utami et al., 2024). This difference shows that the engagement-performance relationship can be influenced by the character of each institution, its work systems, and its managerial climate.

The third crucial factor is organisational culture, which refers to the shared values and meaning-making mechanisms that distinguish one organisation from another and guide its members' behaviour (Murthy et al., 2023). In hospital organisations, a healthy culture can encourage cross-professional collaboration, open communication, procedural discipline, and a sense of belonging to the institution. Previous studies have reported that a strong organisational culture positively affects performance (Sabilila & Wahyuni, 2022; Oktavia & Fernos, 2023). On the other hand, findings indicate that organisational culture does not have a significant effect on performance (Faridah et al., 2023; Aqilla et al., 2024). These varied findings indicate that organisational culture does not continuously operate uniformly across organisational contexts, so it needs to be tested in specific locations and organisational characteristics.

The urgency of this study is further reinforced by its link to the empirical conditions at Bhayangkara AKPOL Hospital. Based on internal data from Bhayangkara AKPOL Hospital, the healthcare worker performance index declined by 1.96 points during the 2021–2024 period, with the most significant decline of 4.60 points in 2024. This phenomenon indicates a performance problem that needs to be explained through a scientific approach, particularly by examining factors that are theoretically relevant and empirically often associated with performance, namely WLB, employee engagement, and organisational culture.

Previous research findings are inconsistent regarding the influence of WLB, employee engagement, and organisational culture on performance. This inconsistency creates an important research gap, particularly because most studies were conducted in different contexts and organisational settings. Therefore, this study aims to analyse the influence of work-life balance, employee engagement, and organisational culture on the performance of healthcare workers at Bhayangkara AKPOL Hospital, both partially and simultaneously. The results of this study are expected to strengthen empirical evidence in the study of organisational behaviour/human resources in the health sector, as well as provide a basis for

managerial recommendations for hospitals in designing interventions to improve the performance of healthcare workers.

Based on this description, the research questions in this study include: (1) does work-life balance affect the performance of healthcare workers; (2) does employee engagement affect the performance of healthcare workers; (3) whether organisational culture affects the performance of health workers; and (4) whether work-life balance, employee engagement, and organisational culture simultaneously affect the performance of health workers at Bhayangkara AKPOL Hospital. In line with this, the objectives of this study are to examine the influence of each independent variable on the performance of health workers and to examine the simultaneous influence of all three variables in the context of Bhayangkara AKPOL Hospital.

RESEARCH METHODOLOGY

This study uses a **quantitative**, explanatory design to test the relationships and influences among variables through numerical measurements and inferential statistical analysis (Ghozali, 2021). The quantitative approach was chosen because it enables objective, systematic hypothesis testing. Data were collected using a closed-ended questionnaire with a five-point Likert scale, enabling respondents' responses to be quantified and analysed to draw empirical conclusions (Kasmir, 2022). This study was conducted at Bhayangkara AKPOL Hospital, located at Jalan Sultan Agung No. 131, Semarang. The location was chosen based on the relevance of the hospital's characteristics as a healthcare organisation with high work demands, as well as the phenomenon of declining healthcare worker performance in recent years, which requires empirical research in human resource management.

Research variables are everything that becomes the object of observation and can be measured in a study (Kasmir, 2022). This study involved two types of variables: independent and dependent. Independent variables included work-life balance, employee engagement, and organisational culture, while the dependent variable was health workers' performance. Work-life balance is operationalised through the dimensions of time balance, involvement balance, and satisfaction balance (Indirasari & Mardiana, 2022). Employee engagement is measured through the dimensions of work energy, best effort, and enthusiasm (Parodya & Landra, 2022). Organisational culture is measured through the dimensions of innovation and risk-taking, results orientation, and people orientation (Murthy et al., 2023). Healthcare worker performance is measured based on work quality, independence, and initiative (Adhitarma & Adnyani, 2023).

The data used in this study include both primary and secondary sources. Primary data is data obtained directly from the source through research respondents (Kasmir, 2022). Primary data in this study were obtained through questionnaires completed by healthcare workers at Bhayangkara AKPOL Hospital. Secondary data is data that has been processed and obtained from indirect sources, such as books, scientific journals, and organisational documents (Kasmir, 2022). Secondary data in this study includes relevant scientific literature and healthcare worker performance data obtained from Bhayangkara AKPOL Hospital.

The study population consisted of all healthcare workers currently employed at Bhayangkara AKPOL Hospital. The sampling technique used was the census method, in which all members of the population were made respondents in the study. The use of the census method aims to obtain a comprehensive and accurate picture of the work-life balance,

employee engagement, organisational culture, and performance of healthcare workers without generalising from the sample to the population (Kasmir, 2022).

Data collection was conducted by distributing structured questionnaires compiled according to the indicators for each research variable. The questionnaire used a five-point Likert scale, ranging from strongly disagree to strongly agree, to objectively and measurably capture respondents' perceptions (Kasmir, 2022). The instrument was compiled with attention to clarity of language and to its suitability to the hospital's organisational context.

Data analysis was performed using Statistical Package for the Social Sciences (SPSS) version 23 software. The initial stage of analysis began with testing the research instruments, which included validity and reliability tests. The validity test was conducted to ensure that each statement item in the questionnaire measured the intended construct, with the criterion that the item correlation with the total score was greater than the r table value and positive (Ghozali, 2021). Reliability testing was conducted to assess the instrument's internal consistency using Cronbach's Alpha; $\alpha > 0.70$ indicates a reliable instrument (Ghozali, 2021).

Furthermore, a correlation test was conducted to determine the direction and strength of the relationship between the independent and dependent variables, both partially and simultaneously (Nugroho & Haritanto, 2022). To test the effects of independent variables on dependent variables, simple and multiple linear regression analyses were used. Simple linear regression was used to test the influence of each independent variable on health workers' performance. In contrast, multiple linear regression was used to test the simultaneous influence of work-life balance, employee engagement, and organisational culture on health workers' performance (Ghozali, 2021).

The regression model's ability to explain variation in healthcare worker performance was analysed using the coefficient of determination (Adjusted R^2), which is considered more accurate for models with more than one independent variable (Ghozali, 2021). Hypothesis testing was conducted at a 5 percent significance level. The t-test was used to test the partial effect of each independent variable on healthcare worker performance, while the F-test was used to test the simultaneous effect of independent variables on the dependent variable (Ghozali, 2021; Nugroho & Haritanto, 2022).

RESULTS AND DISCUSSION

Results

Data Analysis Methods

Simple Correlation

Table 1. Simple Correlation Test

Variables	X1	Y
X1	Pearson Correlation	1
	Sig. (two-tailed)	
	N	67
Y	Pearson Correlation	0.752
	Sig. (two-tailed)	0.00
	N	67

Correlation is significant at the 0.01 level (two-tailed).

The results of the Pearson correlation analysis show a strong positive relationship between Work-Life Balance (X1) and Employee Performance (Y), with a correlation coefficient value of $r = 0.752$. This coefficient value falls into the strong, unidirectional relationship category, indicating that an increase in Work-Life Balance is followed by an increase in

employee performance. This relationship is statistically significant at the 99 percent confidence level ($p < 0.01$), as indicated by a significance value of 0.000.

Simple Correlation

Table 2. Simple Correlation Test

Variables	Y	X2
Y	Pearson Correlation	1
	Sig. (two-tailed)	
	N	67
X2	Pearson Correlation	0.746
	Sig. (two-tailed)	0.00
	N	67

Correlation is significant at the 0.01 level (two-tailed).

The results of the Pearson correlation analysis show a strong positive relationship between Employee Engagement (X2) and Employee Performance (Y), with a correlation coefficient value of $r = 0.746$. This coefficient value falls into the strong, unidirectional relationship category, indicating that higher employee engagement is associated with higher employee performance. This relationship is statistically significant at the 99 percent confidence level ($p < 0.01$), as indicated by a significance value of 0.000.

Simple Correlation

Table 3. Simple Correlation Test

Variables	Y	X3
Y	Pearson Correlation	1
	Sig. (two-tailed)	
	N	67

The correlation is significant at the 0.01 level (two-tailed).

The results of Pearson's correlation analysis show a positive relationship between Organisational Culture (X3) and Employee Performance (Y), with a correlation coefficient value of $r = 0.608$. This coefficient indicates a statistically significant relationship at the 99 percent confidence level ($p < 0.01$), as shown by the significance value of 0.000. These findings indicate that the stronger the organisational culture employees perceive, the higher their performance.

Multiple Correlation

Table 4. Model Summary

Model	R	R Square	Adjusted R-Square	Standard Error of the Estimate	R Square Change	F Change	df1	df2	Significance of F Change
1	0.802	0.644	0.627	0.748	0.644	37.972	3	63	0.000

^a Predictors: (Constant), X1 (Work-Life Balance), X2 (Employee Engagement), X3 (Organisational Culture)

^b Dependent Variable: Employee Performance (Y)

The regression analysis results show that Work-Life Balance, Employee Engagement, and Organisational Culture are strongly related to Employee Performance. This is indicated by the multiple correlation coefficient (R) value of 0.802, which indicates a strong relationship between the three independent variables and employee performance.

The R Square value of 0.644 shows that 64.4 per cent of the variation in Employee Performance can be explained by Work-Life Balance, Employee Engagement, and

Organisational Culture together. In contrast, other factors outside the research model influence the remaining 35.6 per cent. Furthermore, the *Adjusted R-Square* of 0.627 confirms that the regression model remains stable and feasible, even after accounting for the number of predictor variables.

Moreover, the model feasibility test results show an *F Change* value of 37.972 with a significance level of 0.000 ($p < 0.01$). This finding indicates that the constructed regression model is statistically significant and has good predictive power for explaining variations in Employee Performance.

Simple Regression

Table 5. Simple Regression Coefficients

Model	Unstandardised Coefficients (B)	Std. Error	Standardised Coefficients (Beta)	t	Sig.
(Constant)	5.376	0.938	–	5.733	0.000
X1 (Work-Life Balance)	0.629	0.068	0.752	9.200	0.000

Dependent Variable: Employee Performance (Y)

The regression analysis results show that Work-Life Balance (X1) has a positive and significant effect on Employee Performance (Y). This is indicated by the regression coefficient $B = 0.629$, which shows that every one-unit increase in Work-Life Balance is associated with a 0.629-unit increase in Employee Performance, assuming other variables remain constant.

This effect is statistically significant at the 99 percent confidence level, as indicated by a *t* value of 9.200 and a *p*-value of < 0.01 . These findings confirm that an increase in Work-Life Balance is directly associated with improved Employee Performance.

Simple Regression

Table 6. Regression Coefficients

Model	Unstandardised Coefficients (B)	Std. Error	Standardised Coefficients (Beta)	t	Sig.
(Constant)	5.376	0.938	–	5,733	0.000
X1 (Work-Life Balance)	0.629	0.068	0.752	9.200	0.000

Dependent Variable: Employee Performance (Y)

The regression analysis results show that Work-Life Balance (X1) has a positive and significant effect on Employee Performance (Y), with a regression coefficient value of $B = 0.629$. This effect is statistically significant at a 99 percent confidence level, as indicated by a *t* value of 9.200 and $p < 0.01$. This finding indicates that an improvement in Work-Life Balance is directly correlated with improved Employee Performance.

Simple Regression

Table 7. Regression Coefficients

Model	Unstandardised Coefficients (B)	Standard Error	Standardised Coefficients (Beta)	t	Sig.
(Constant)	5.614	1.357	–	4,138	0
X3 (Organisational Culture)	0.605	0.098	0.608	6.171	0.000

Dependent Variable: Employee Performance (Y)

The regression analysis results show that Organisational Culture (X3) has a positive and significant effect on Employee Performance (Y), with a regression coefficient value of $B = 0.605$. This effect is statistically significant at the 99 percent confidence level, as indicated by a *t*-value of 6.171 and a *p*-value of < 0.01 . This finding indicates that improvements in Organisational Culture are directly related to improvements in Employee Performance.

*Multiple Regression***Table 8. Multiple Regression Coefficients**

Model	Unstandardised Coefficients (B)	Std. Error	Standardised Coefficients (Beta)	t	Sig.
(Constant)	2.780	1.113	–	2.497	0.015
X1 (Work-Life Balance)	0.593	0.216	0.709	2.746	0.008
X2 (Employee Engagement)	-0.113	0.246	-0.127	-0.458	0.649
X3 (Organisational Culture)	0.336	0.096	0.338	3.496	0.001

Dependent Variable: Employee Performance (Y)

The results of the multiple regression analysis show that Work-Life Balance (X1) and Organisational Culture (X3) have a positive and significant effect on Employee Performance (Y), whereas Employee Engagement (X2) does not. Work-Life Balance has a regression coefficient of $B = 0.593$ with a t value of 2.746 and $p < 0.01$. In contrast, Organisational Culture has a regression coefficient of $B = 0.336$, with a t value of 3.496 and $p < 0.01$, indicating that increases in these two variables are directly related to increases in Employee Performance.

Conversely, Employee Engagement shows a regression coefficient of $B = -0.113$, with a t -value of -0.458 and $p > 0.05$, indicating that this variable does not have a significant effect on Employee Performance in this regression model.

Coefficient of Determination**Table 9. Model Summary**

Model	R	R Square	Adjusted R-Square	Standard Error of the Estimate
1	0.802	0.644	0.627	0.748

Predictors: (Constant), X1 (Work-Life Balance), X2 (Employee Engagement), X3 (Organisational Culture)

^b Dependent Variable: Employee Performance (Y)

The regression analysis results show that Work-Life Balance, Employee Engagement, and Organisational Culture are strongly related to Employee Performance. The coefficient of determination (*R Square*) value of 0.644 indicates that 64.4 per cent of the variation in Employee Performance can be explained by these three variables together. In comparison, other factors outside the research model influence the remaining 35.6 per cent.

The *Adjusted R-Square* value of 0.627 confirms that the regression model used remains stable and is suitable for explaining variations in Employee Performance.

*Hypothesis Testing**Partial Hypothesis Testing (t-test)***Table 10. Coefficients**

Model	Unstandardised Coefficients (B)	Standard Error	Standardised Coefficients (Beta)	t	Sig.
(Constant)	2.780	1.113	–	2.497	0.015
X1 (Work-Life Balance)	0.593	0.216	0.709	2.746	0.008
X2 (Employee Engagement)	-0.113	0.246	-0.127	-0.458	0.649
X3 (Organisational Culture)	0.336	0.096	0.338	3.496	0.001

Dependent Variable: Employee Performance (Y)

The results of multiple regression analysis show that Work-Life Balance (X1) and Organisational Culture (X3) have a positive and significant effect on Employee Performance (Y). In contrast, Employee Engagement (X2) has no significant effect. Work-Life Balance has a

regression coefficient of $B = 0.593$ with a t value of 2.746 and $p < 0.01$. In contrast, Organisational Culture has a regression coefficient of $B = 0.336$, with a t value of 3.496 and $p < 0.01$, indicating that increases in these two variables are directly related to increases in Employee Performance.

Conversely, Employee Engagement shows a value of $B = -0.113$, with a t -value of -0.458 and $p > 0.05$, indicating no significant effect on Employee Performance in this model.

Simultaneous Hypothesis Testing (F-test)

Table 11. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	63.659	3	21,220	37,972	0.000 ^a
Residual	35,206	63	0.559	–	–
Total	98,866	66	–	–	–

^a *Dependent Variable: Employee Performance (Y)*

Predictors: (Constant), X1 (Work-Life Balance), X2 (Employee Engagement), X3 (Organisational Culture)

The ANOVA test results show that Work-Life Balance, Employee Engagement, and Organisational Culture simultaneously have a significant effect on Employee Performance. This is indicated by an F value of 37.972 with a significance level of 0.000 ($p < 0.01$), suggesting that the regression model is statistically significant and valid in explaining variation in Employee Performance.

Discussion

The results of the study on the effect of Work-Life Balance on the Performance of Health Workers show a calculated t -value of 9.200, which is greater than the table t -value of 1.979, with a significance level of $0.000 < 0.05$. Thus, H_{01} is rejected, and H_1 is accepted. This finding proves that work-life balance has a positive and significant effect on the performance of health workers at Bhayangkara AKPOL Hospital. These results indicate that health workers who can balance work demands with their personal lives tend to perform more optimally, both in terms of quality and consistency.

Theoretically, these findings align with Greenhaus et al., who argue that work-life balance reflects a balance of time, involvement, and satisfaction between work and non-work roles, with a direct impact on an individual's effectiveness in carrying out their professional duties. The results of this study also reinforce the empirical findings of Indirasari and Mardiana (2022) and Adhitarma and Adnyani (2023), which conclude that work-life balance is an important determinant of improving employee performance, especially among healthcare workers under high work pressure.

Furthermore, the results of testing the effect of Employee Engagement on the Performance of Health Workers showed a calculated t -value of -0.458 , which was smaller than the table t -value of 1.979, with a significance level of $0.649 > 0.05$. Based on these results, H_{02} was accepted, and H_2 was rejected. This finding indicates that employee engagement does not have a significant effect on health workers' performance in this study. This indicates that even though health workers have a high level of energy, enthusiasm, and emotional involvement in their work, these conditions are not necessarily directly reflected in measurable performance improvements.

These results align with those of Utami et al. (2024) and Haedar et al. (2021), who found that employee engagement does not always have a significant impact on performance,

especially in organisations with high work pressure, strict work structures, and rigid operational standards, such as hospitals. In this context, the performance of healthcare workers is more determined by the work system, workload, and compliance with procedures, so that the space for actualising emotional attachment to work is relatively limited.

Meanwhile, the results of research on the influence of Organisational Culture on Healthcare Worker Performance show a calculated t-value of 6.171, which is greater than the table t-value of 1.979, with a significance level of $0.000 < 0.05$. Thus, H_{03} is rejected, and H_3 is accepted. These findings indicate that organisational culture has a positive and significant effect on the performance of healthcare workers. This indicates that organisational values that encourage innovation, results orientation, and concern for individuals can shape productive and performance-oriented work behaviour.

Theoretically, this finding supports Robbins and Judge's view that organisational culture functions as a shared value system that guides the attitudes, behaviours, and work patterns of organisational members. The findings of this study are also consistent with those of Sabilila and Wahyuni (2022) and Oktavia and Fernos (2023), which confirm that a strong, adaptive organisational culture aligned with institutional goals significantly improves employee performance.

Based on the simultaneous test (F test) results, a calculated F value of 37.972 was obtained, which is greater than the F table value of 2.68, with a significance level of $0.000 < 0.05$. Therefore, H_{04} is rejected, and H_4 is accepted. These results indicate that Work-Life Balance, Employee Engagement, and Organisational Culture together have a significant effect on the Performance of Health Workers at Bhayangkara AKPOL Hospital. The Adjusted R-Square of 0.627 indicates that the three independent variables explain 62.7% of the variation in healthcare worker performance, while factors outside the research model account for the remaining 37.3%.

These findings reinforce the view that employee performance results from a complex interaction among individual psychological well-being, the work environment, and organisational value systems. This aligns with the human resource management perspective, which emphasises the importance of a holistic approach to performance management, particularly in public service organisations in the health sector, which face high levels of complexity and pressure.

CONCLUSION

Based on the results of this study, it can be concluded that work-life balance, employee engagement, and organisational culture play an important role in explaining the performance of healthcare workers at Bhayangkara AKPOL Hospital. Work-life balance has been proven to have a strong, positive, and significant relationship with the performance of healthcare workers. These findings indicate that the ability of health workers to balance work demands with personal life contributes directly to improved performance.

Employee Engagement shows a positive relationship with healthcare worker performance, but it has not been proven to have a significant partial effect. This indicates that employees' emotional involvement, work energy, and enthusiasm are not necessarily reflected in improved performance, especially in the context of hospital work, which has high work pressure and strict operational standards.

Meanwhile, organisational culture has been shown to have a positive, significant effect on healthcare worker performance. These findings confirm that organisational values that encourage results orientation, innovation, and concern for individuals can shape productive work behaviour and a focus on performance achievement.

Simultaneously, Work-Life Balance, Employee Engagement, and Organisational Culture have a significant effect on the performance of healthcare workers, with the model explaining 62.7 per cent of the variance. In comparison, other factors outside the scope of this study influence the remaining 37.3 per cent. These findings confirm that efforts to improve healthcare worker performance require an integrated approach, encompassing practical work-life balance management, strengthening a conducive organisational culture, and implementing contextual human resource management strategies aligned with the characteristics of healthcare institutions.

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