



## The Effect of Work Life Balance and Job Training on Employee Performance: Job Satisfaction as Mediation

Jamilah<sup>1</sup>, Roni Kambara<sup>2</sup>, Ana Susi Mulyani<sup>3</sup>

<sup>1,2,3</sup> Economy and Business, Sultan Ageng Tirtayasa University, Indonesia  
Email: <sup>1</sup>5551200029@untirta.ac.id, <sup>2</sup>rnkambara@untirta.ac.id, <sup>3</sup>ana.susi@untirta.ac.id

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### ABSTRACT

**Purpose** - The purpose of this research is to determine the effect of work life balance and job training on employee performance with job satisfaction as mediation in PT. BPR Berkah.

**Methodology/approach** - This research uses a quantitative methods with census sampling techniques. The sample in this study are all employees who work in PT. BPR Berkah. Data collection is carried out through online and offline distribution of questionnaires. The data analysis method uses Structur Equation Modelling (SEM), 48 samples were taken. The analysis technique in this study is Partial Least Square (PLS) with the help of SmartPLS 4.0 software.

**Findings** – Job training 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 but not significant effect on job satisfaction, job training has a positive and significant effect on job satisfaction, and job satisfaction can mediate relationship between work life balance and employee performance.

**Novelty/value** – Job Training and Job Satisfaction are important in improving employee performance.

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### INTRODUCTION

Employee performance is the level of success of an employee in totality at a certain period of time of carrying out his work compared to the likelihood that will occur, such as target, standardization of work results or qualification predefined by the company (Rahmah & Wardiani, 2021). In company, employee performance is important retained, because there will be no decrease in employee performance which will result in poor performance appraisals. Purba & Gunawan (2018) employee performance is an explanation of the extent success or failure of the organization in perform operations to achieve the goals, objectives, vision and mission of the organization. In achieving the goals, objectives, vision and mission of the organization, human resources in company are key in achieving company success.

PT. BPR Berkah is a financial institutions in pandeglang regency with vision “become the best BPR and tough competitiveness” becoming PT. BPR Berkah must still maintain the performance of its employees. PT BPR Berkah has mission for providing excellent services to help empower MSMEs and optimalization company revenue to increase local revenue must be support by good employee capabilities so that company goals can be realized. The capability of employees should still improved by the company through various kinds of job training, so that every target has been set by the company can be realized. The phenomenon in this research is the achievement of work results that are not in accordance with the predetermined targets. The achievement of optimal work results is very necessary for companies to see the extent to which employees abilities achieve the

given targets. Below is data that shows the achievement of employee work results in each division in PT. BPR Berkah in 2020.

**Table 1**  
**Achievement of PT. BPR Berkah**

Divisions	Tasks	Targets %	Results (%)
Funds	Looking for savings to the community/institution	100	110
	Looking for deposits to the community/institution	100	121,9
Business/credit	Looking for borrowers and collecting	100	101
Operational	Providing services	100	96,8
	Provide office, reporting and personnel needs	100	98
Risk Management and Compliance	Make provisions regarding the company's running and prepare plans and actions to deal with risks	100	98
Audit	Conducting supervision and inspection	100	100

In tabel 1 it can be seen in 2020, there are several divisions that have been able to achieve results that exceed the target, including the fund, business/credit division and audit. The two divisions achieved very good results, even the fund division that served as a deposit seeker was able to achieve a results up to 121,9%. The division is the highest level of achievement among other divisions. The audit division achieved very good results, with a 100% yield achievement. However, there are still divisions that are not able to achieve results up to 100%, one of which is the operational divisions of the service department. The division with the task of providing the service has not been able to achieve 100% work results, even becoming the achievement of results with the lowest score among other divisions, which is 96,8%. Because, in 2020 many customer complaints came in with a complaint resolution rate that did not reach 100%. Basically, according to Umar & Norawati (2022), it is revealed that one of the indicators of employee performance is the quality of work. Therefore, it can be concluded that the performance of employees at PT. BPR Berkah has not been maximized because there are still work results that are not in accordance with the targets that have been determined.

Ardianto & Putra (2022) affirm that for increased employee performance should be increase by well and regular job training program. If Job training was better, then employee skills will increased allowing employee performance will increased. However Darmawan et al., (2022) reveals that job training not significant effect on employee performance. It means the effect of job training on employee performance further testing is still needed. In 2020, PT. BPR Berkah conducts several job trainings that are not in accordance with the predetermined targets. This happened because in 2020, many training activities could not be realized due to the covid 19 pandemic. The job training that can be realized by PT. BPR Berkah is not in accordance with the target quota of trainees. This makes researches realize that the unrealized target of appropriate job training makes the achievement of employee performance at PT. BPR Berkah is declining.

For increased employee performance, not only needed job training. However, can used increse job satisfaction. Based on research by Gunawana & Hartono (2022) job satisfaction can mediate the effect job training on employee performance. It means, if job satisfaction increased caused the better the job training in the company, then employee performance will increase. Job satisfaction is the positive sense created from employee point of view on his job based on perceived impressions about kindness for his job (Changgriawan, 2017). Job satisfaction can allegedly be an employee reason to do the work as instructed. The thoughts in accordance with the research conducted by Sedarmayanti in Asari (2022) job satisfaction can stimulate enthusiasm in employees and also creativity in doing work, thus will increase performance. Therefore, company should strive to maintain appropriate job satisfaction in order to significantly improve performance.

Job satisfaction will significant increased if supported by work life balance. Masrul (2023) affirming that the higher the work life balance felt by employees, the higher the job satisfaction that employees will feel. This is because employees have a fixed working time to balance work with activities outside of work. Work Life Balance will allow employees to life balance when working and outside working hours. Employees can do

hobbies and can get closer to family, so as to reduce work family conflict. Work life balance is a relationship between work and other activities such as self development, family time, leisure time and also community (Foanto et al., 2020). Work life balance needs to be applied to every company as a form of sympathy given by the company to its employees. This is as described by Berk & Gundogmus (in Ardiansyah, 2020) that work life balance is used as a form of company sympathy for the personal lives of its employees, such as flexible working hours, care and family or personal leave. However, there are still differences in research results on the effect of work life balance on job satisfaction, therefore further research is needed to be able to explain the relationship.

## **LITERATURE REVIEW**

### **Job Training**

Job training is a useful activities for increased employee capabilities owned by employees for the purpose to increase theoretical knowledge and able to practical implement (Ardianto & Putra, 2022). Job training gives direct positive effect on employees performance. It means if implemented work program was well and regularly, then productivity or employees performance will increased. Job training indicators according to Tanujaya (2015) consist of: (1) the quality of training materials, (2) the quality of training methods, (3) the quality of training instructors, (4) the quality of training facilities, and (5) the quality of trainees.

While (Haryadi et al., 2021) training is how to study that connects acquisition, capability, regulatory or action for increase employee capability. Training required for increase capability on work and able to alleviate has duty thus able to complete his work more effective and efficient. Easier job will increase a sense of satisfaction.

H1 : Job Training has positive and significant effect on employee performance.

H2 : Job Training has a positive and significant effect on job satisfaction.

### **Work Life Balance**

Work Life Balance is effort for establish health and support working environment and employees enable has spaces for work balancing and personal activity, thus able to increased loyalty and employees (Pratiwi & Fatoni, 2023). While Atthohiri & Wijayanti (2021) work life balance is balancing between high working and non-working life, employee can sense of satisfaction on balancing. Work life balance has a positive and significant effect on job satisfaction. It means, employee has proper time work for balancing between in work and outside of work activities (Masrul, 2023). Work life balance indicators according to Asepta (2017) consist of: (1) time balance, (2) involvement balance, and (3) satisfaction balance.

H3 : Work life balance has a positive and significant effect on job satisfaction.

### **Job Satisfaction**

Job satisfaction is pleasant emotional attitude and enjoys on his job. If employees can't feel job satisfaction, then will appear lower employee performance, because no intention for work better (Santoso & Kambara, 2020). If employee job satisfaction increased, then employee performance increasing. Based on research by Ningsih, (2021) job satisfaction has a positive and significant effect on employee performance. A sense of satisfaction will increasing full responsibility on performance. For increase job satisfaction, can be done by conducting promotions in accordance with efforts to meet targets. Job satisfaction indicators according to Changgriawan (2017) consist of: (1) satisfaction of the salary, (2) satisfaction of the work, (3) satisfaction of the coworkers, (4) satisfaction of the promotion, and (5) satisfaction of the supervisor.

H4 : Job Satisfaction has a positive and significant effect on employee performance.

### **Employee Performance**

Employee performance is employee outputs seen from quality or quantity based on predetermined (Kambara & Soerono, 2022). Performance is capability for achieve work, a work target can be solved at the right time or does not exceed the time limit, so that the goal will be in accordance with the company's morals and ethics (Wibowo et al., 2020). Performance appraisal is key factor for develop a organization effectively and efficiently, because existence of policy/program more better human resources in organization (Mardhatillah et al., 2023). Based on research by Gunawana & Hartono (2022) job satisfaction can mediate the relationship between job training on employee performance. This means that job satisfaction increases by increasing job training carried out by the company, it will cause an increase on employee performance. Employee performance indicators according to Umar & Norawati (2022) consist of: (1) Quality, (2) Quantity, (3) Efectivity, and (4) Collaboration.

H5 : Job satisfaction can mediate relationship between work life balance and employee performance.

## **METHOD**



The independent variables used are Work Life Balance, job training, the mediating variable is job satisfaction and the dependent variable is employee performance. This research uses quantitative methods. The total population in this study was 54 employees using a census sampling technique, so the sample size was 54 employees. However, only 48 sample that returns the questionnaire. The data analysis method in this research uses Structur Equation Modelling (SEM), 48 samples were taken. The analysis technique in this study is Partial Least Square (PLS) with the help of SmartPLS 4.0.

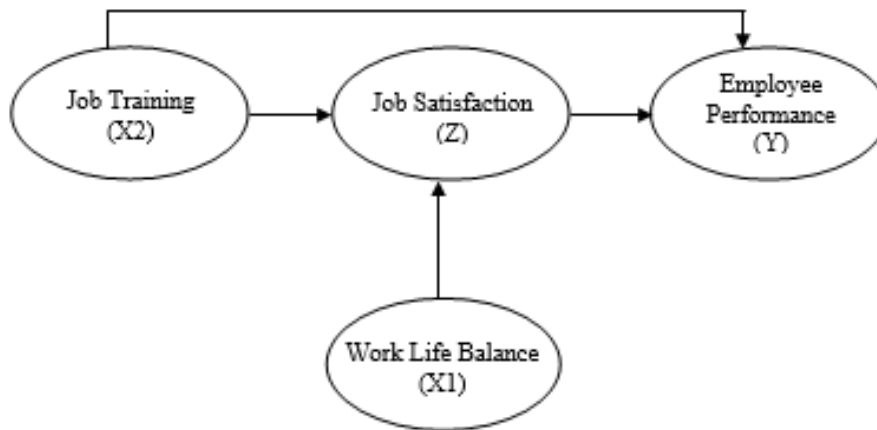


Figure 1 Research Framework

## RESULT AND DISCUSSION

### Description Respondent

In the description of the respondents, the characteristics of the respondents including gender, age, educational background and length of work. The following descriptions of the respondents are explained below.

Table 2 Description Respondent

Profile	Information	Amount	Persentase
Samples		48	100%
Gender	Men	31	65%
	Women	17	35%
Age	20-25 Years	11	23%
	26-35 Years	28	58%
	36-45 Years	9	19%
	< 45 Years	0	0%
Education	S2	1	2%
	S1	30	63%
	D3	1	2%
	Vocational High School	16	33%
Length of Work	1-5 Years	22	46%
	6-10 Years	24	50%
	< 10 Years	2	4%

From table 2, it can be seen men dominate this research with 65% of respondents. Then the characteristics of respondents based on age which came from aged 26-35 years as much as 58%. Based on the table, employees with undergraduate backgrounds dominate as much as 63%. Then length of work dominate by the range 6-10 years as much as 50%. From the characteristics of respondents, it can be concluded that the employees are still productive age.

### Outer Model Evaluation

Evaluation outer model includes construct validity testing (convergent validity and discriminant validity) and construct reliability testing (composite reliability and cronbach's Alpha). Validity tests are used to test the accuracy of an instrument as a measuring instrument for research variables. While reliability tests are used to measuring instruments used generate consistency values at different times.

### Convergent Validity

Convergent validity test assessed based on the value of loading factor on the latent variable in each indicator. Indicator can be valid and convergent validity eligible if has a score loading factor  $> 0,5$  and Average Variance Extracted (AVE)  $> 0,5$  (Ferdiansyah, 2019).

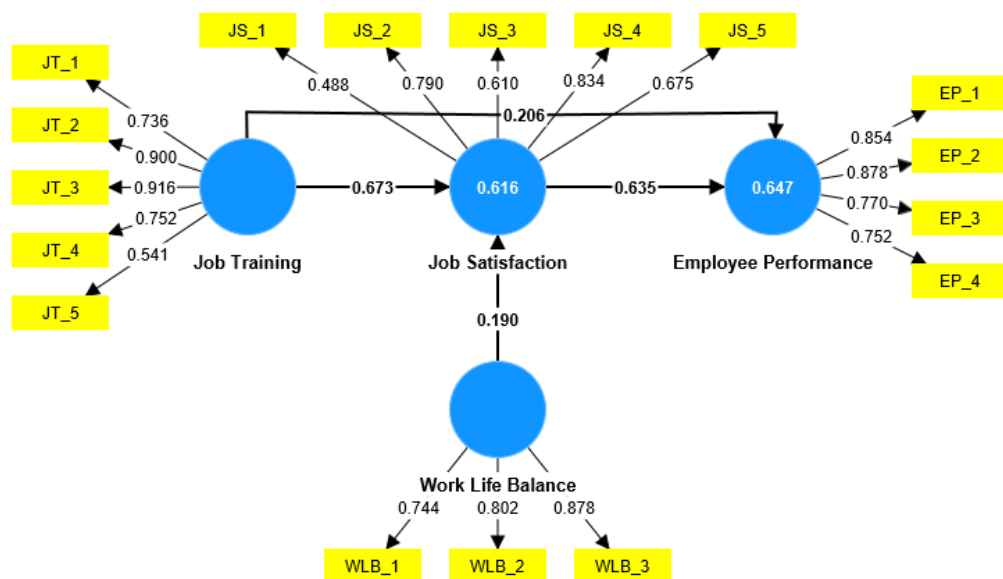


Figure 2 Outer Model

Table 3 Outer Loading

Variable	Dimensions	Outer Loading	Information
Work Life Balance (X1)	Time Balance	0,744	Valid
	Involvement Balance	0,802	Valid
	Satisfaction Balance	0,878	Valid
Job Training (X2)	Quality of content	0,736	Valid
	Quality of Methods	0,900	Valid
	Quality of trainer	0,916	Valid
	Quality of facilities	0,752	Valid
	Quality of trainees	0,541	Valid
Job Satisfaction (Z)	Satisfaction of salary	0,488	Invalid
	Satisfaction of the work	0,790	Valid
	Satisfaction of coworkers	0,610	Valid
	Satisfaction of promotions	0,834	Valid
	Satisfaction of supervisor	0,675	Valid
Employee Performance (Y)	Quality	0,854	Valid
	Quantity	0,878	Valid
	Effectiveness	0,770	Valid
	Colaboration	0,752	Valid

From table 3, it can be seen there is one invalid indicator on satisfaction of salary. Therefore, the indicator is removed and the data process must running again.

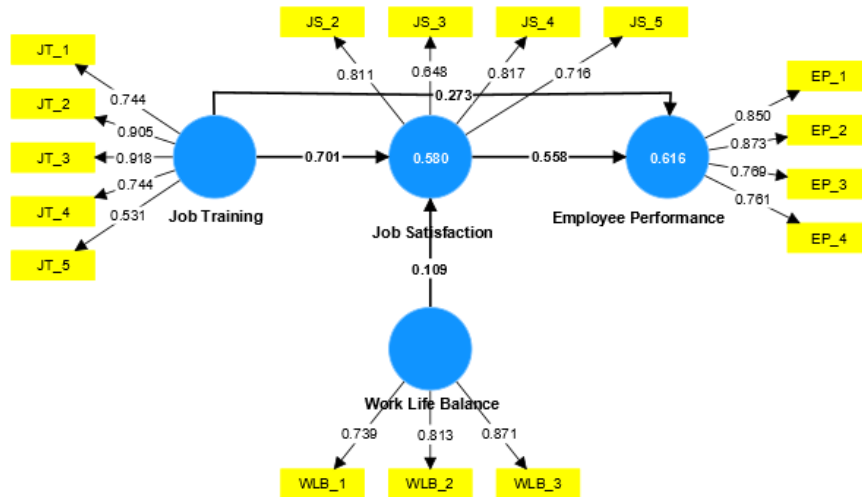


Figure 3 Loading Factor was running again

Table 4 Outer loading was running again

Variable	Dimensions	Outer Loading	Information
Work Life Balance (X1)	Time Balance	0,739	Valid
	Involvement Balance	0,813	Valid
	Satisfaction Balance	0,871	Valid
Job Training (X2)	Quality of content	0,744	Valid
	Quality of Methods	0,905	Valid
	Quality of trainer	0,918	Valid
	Quality of facilities	0,744	Valid
	Quality of trainees	0,531	Valid
Job Satisfaction (Z)	Satisfaction of the work	0,811	Valid
	Satisfaction of coworkers	0,648	Valid
	Satisfaction of promotions	0,817	Valid
	Satisfaction of supervisor	0,716	Valid
Employee Performance (Y)	Quality	0,850	Valid
	Quantity	0,873	Valid
	Effectiviness	0,769	Valid
	Colaboration	0,761	Valid

From table 4, it can be seen that all outer loading factor in this research calculations have values above 0.7. those means that all statements submitted are valid and can proceed to next process. After that, it can be seen on table 5, that all AVE value in this research are valid because all AVE value has score more than 0,5.

Table 5 AVE

Variabel	AVE	$\sqrt{AVE}$
Work Life Balance	0,655	0,809
Job Training	0,610	0,781

Job Satisfaction	0,564	0,751
Employee Performance	0,664	0,815

### Discriminant Validity

Parameters for measuring discriminant validity test with compare score loading on the intended construct. The construct can be valid if the intended construct has larger than any construct (Ichwanudin, 2018).

Table 6 Discriminant Validity

Variable	Dimensions	Work Life Balance	Job Training	Job Satisfaction	Employee Performance
Work Life Balance (X1)	Time Balance	<b>0,739</b>	0,294	0,292	0,411
	Involvement Balance	<b>0,813</b>	0,593	0,386	0,444
	Satisfaction Balance	<b>0,871</b>	0,315	0,421	0,292
Job Training (X2)	Quality of content	0,317	<b>0,744</b>	0,535	0,439
	Quality of Methods	0,330	<b>0,905</b>	0,638	0,656
	Quality of trainer	0,305	<b>0,918</b>	0,632	0,706
	Quality of facilities	0,583	<b>0,744</b>	0,520	0,435
	Quality of trainees	0,475	<b>0,531</b>	0,608	0,395
Job Satisfaction (Z)	Satisfaction of the work	0,305	0,548	<b>0,811</b>	0,579
	Satisfaction of coworkers	0,122	0,539	<b>0,648</b>	0,567
	Satisfaction of promotions	0,509	0,679	<b>0,817</b>	0,652
	Satisfaction of supervisor	0,417	0,477	<b>0,716</b>	0,475
Employee Performance (Y)	Quality	0,366	0,511	0,559	<b>0,850</b>
	Quantity	0,389	0,611	0,623	<b>0,873</b>
	Effectiveness	0,430	0,594	0,622	<b>0,769</b>
	Colaboration	0,316	0,534	0,670	<b>0,761</b>

### Composite Reliability and Cronbach Alpha

In reliability testing, this research can be reliabel if composite reliability and cronbach's alpha has a value of > 0,7.

Table 7 Reliability Testing

Variabel	Composite reliability	Cronbach's Alpha	Information
Work Life Balance	0,850	0,738	Reliabel
Job Training	0,883	0,828	Reliabel
Job Satisfaction	0,837	0,739	Reliabel
Employee Performance	0,887	0,830	Reliabel

From table 7, it can be seen that composite reliability and cronbach's alpha get score more then 0,7, it means this research can be reliabel and can proceed to the next process.

### Inner Model

In inner model testing, this research used R Square to know the effect independent variable on dependent variable. This research model can be strong if has score > 0,75, while model can be moderat if has score 0,50 – 0,74, and model can be weak if has 0,25 – 0,49.

Table 8 Inner Model

Variabel	R-square	R-square Adjusted
Job Satisfaction	0,580	0,561
Employee Performance	0,616	0,598

From table 8, it can be seen that job satisfaction has score 0,580. It means that job satisfaction influenced by work life balance and job training of 58%. While 42% influenced by other factors. Employee performance has score 0,616, it means employee performance influenced by job training and job satisfaction of 62% and 38%

influenced by other factors. This research can be concluded that this research models can be moderat because has score between 0,50 – 0,74.

### Hypothesis Testing

Table 9 Direct Effect

Hypothesis	Influence	Original Sample	T Statistic	P value	Results
H1	Job Training -> Employee Performance	0,664	6,246	0,000	Accepted
H2	Job Satisfaction -> Employee Performance	0,558	3,332	0,001	Accepted
H3	Work Life Balance -> Job Satisfaction	0,109	0,996	0,319	Not Accepted
H4	Job Training -> Job Satisfaction	0,701	7,799	0,000	Accepted

Table 10 Indirect Effect

Hypothesis	Influence	Original Sample	T Statistic	P value	Results
H5	Job Training -> Job Satisfaction -> Employee Performance	0,391	3,103	0,002	Accepted

### Discussion

#### The Effect of Job Training on Employee Performance

The results of the analysis showed that the original sampel was 0,664, t statistic was 6,664 and the p value was 0,000. In other words, job training has a positive and significant effect on employee performance. This means when job training was better then employee performance increasing. So, that the first hypothesis is accepted This results of this study support research conducted by (Ardianto & Putra, 2022) which states that job training has a positive and significant effect on employee performance.

Job training is efforts made by employees to repair job performance that is being his responsibility to make work more effective (Tanujaya, 2015). Therefore, job training should be adjusted with employees to be more skilled in doing their duties. So that work is easier to do and employee performance can increasing.

#### The Effect of Job Training on Job Satisfaction

The results of the analysis showed that the original sampel was 0,701, t statistic has 7,799 and p value has 0,000. In other words, job training has a positive and significant effect on job satisfaction. This means when job training increased then job satisfaction increasing. So, that the second hypothesis is accepted. This results of this study support research conducted by Wibowo (2021) which states that job training has a positive and significant effect on job satisfaction.

Job training is ways to develop employees talent, skills and capabilities in order to be able to complete his task already given. Optimize job training can increased job satisfaction, this means job training can help employees to understand his jobdesc (Wongkar et al., 2018).

#### The Effect of Work Life Balance on Job Satisfaction

The results of the analysis showed that the original sampel was 0,109, t statistic 0,996 and p value 0,319. In the other words, work life balance has a positive but not significant effect on job satisfaction. This means when work life balance does not really affect on job satisfaction. If work life balance increased then job satisfaction does not increase too much. So, that the third hypothesis is not accepted. This results of this study support research conducted by Nurjana et al. (2023) which states that work life balance has a positive but not significant effect on job satisfaction.

### **The Effect of Job Satisfaction on Employee Performance**

The results of the analysis showed that the original sampel was 0,558, t statistic was 3,332 and the p value was 0,001. In other words, job training has a positive and significant effect on employee performance. This means when job satisfaction increased then employee performance increasing so, that the fourth hypothesis is accepted. This results of this study support research conducted by (Ningsih, 2021) which states that job satisfaction has a positive and significant effect on employee performance.

Job satisfaction is the positive sense created from employee point of view on his job based on perceived impressions about kindness for his job (Changgriawan, 2017). A sanse of satisfaction created from the employees point of view will growth sense of responsibility for the resulting performance. So that employees have the drive to improve his performance.

### **The effect of job training on employee performance through job satisfaction as mediation variable**

The results of the analysis showed that the original sample was 0,391, t statistic was 3.103 and p value was 0,002. In other words, job training had a positive and significant effect on employee performance through job satisfaction. So, that the fifth hypothesis is accepted. Job satisfaction is able to mediate the effect job training on employee performance, which means that if job training runs well, then job satisfaction increasing, and then employee performance increasing too. This results of this study support research conducted by Nurachmawati et al. (2021) which states job satisfaction can mediate the effect of job training on employee performance.

Training becomes an important activity carried out by employees for increased job satisfaction. Training can increased employees capabilities and knowledge on his job, while the jobdesk will be easier and can develop a sense of satisfaction and motivation for completed his job. Employee performance can increase because ease of doing his job.

### **CONCLUSION**

Based on the research and discussion of employee performance in PT. BPR Berkah the influence of Work Life Balance, Job Training on Employee performance mediated by job satisfaction. Job training 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 but not significant effect on job satisfaction, job training has a positive and significant effect on job satisfaction, job satisfaction can mediate effect of work life balance and job training on employee performance. The suggestion for company is for increased employee performance, leads need to give appreciation for employees by providing bonuses or remuneration accordingly his performance. Moreover, for increased employee performance, company can conduct job training in accordance with the competencies they want to develop in accordance with company goals. The advice for the next research is this research still has limitations that are expected to be material for improvement further research, such as differences in research objects and more sample.

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