

## **The Effect of Work-Life Balance and Leadership on Employee Performance: The Mediating Role of Work Loyalty at Agency X**

**I Gusti Ayu Diah Andari<sup>1</sup>, Rini Anggriani<sup>2</sup>, Irwan Cahyadi<sup>3</sup>**

Bumigora University, Indonesia

---

### **Article Info**

#### **Article history:**

Accepted: 14 July 2026

Publish: 1 Agustus 2026

---

#### **Keywords:**

Work-Life Balance;

Leadership Role;

Work Loyalty;

Employee Performance.

---

### **Abstract**

*This study aims to examine and analyze the effect of Work-Life Balance and Leadership on Employee Performance, with Work Loyalty as a mediating variable, at Agency X. This study is motivated by the high work demands faced by Agency X as a strategic institution responsible for maintaining national food security and stability. This research is motivated by the high work demands faced by Agency X as a strategic institution in maintaining national food security and stability. These conditions have the potential to affect employees' work-life balance, loyalty levels, and the quality of performance shown. The approach used in this study is quantitative with the Partial Least Square (PLS) analysis method. The study respondents consisted of 50 employees of Agency X who were selected as the research sample. Data collection was carried out through the distribution of questionnaires using the Likert scale, while data processing was carried out with the help of the SmartPLS application. The results of the study show that Work-Life Balance has a positive and significant influence on Work Loyalty and Employee Performance. The role of leadership has also been proven to have a positive and significant influence on these two variables. In addition, Work Loyalty plays an important role in improving Employee Performance and has been proven to be able to be a mediator that strengthens the relationship between Work-Life Balance and Leadership Roles to Employee Performance. Research findings indicate that organizations that are able to create a work-life balance between employees' work and personal lives, accompanied by effective leadership practices, will drive increased employee loyalty which ultimately impacts continuous performance improvement. Therefore, Agency X needs to continue to develop policies that support Work-Life Balance and strengthen leadership qualities to maintain productivity and performance.*

---

*This is an open access article under the [Lisensi Creative Commons Atribusi-BerbagiSerupa 4.0 Internasional](#)*



---

### **Corresponding Author:**

**I Gusti Ayu Diah Andari**

Bumigora University, Indonesia

Email Coresspondent: [diahhandari@gmail.com](mailto:diahhandari@gmail.com)

---

## **1. INTRODUCTION**

In the modern era, human resource management is a strategic factor to support increasing organizational productivity and competitiveness (Soedjatmoko et al., 2024). Human resources are the main assets that determine the success of an organization in achieving its vision and mission. In an increasingly competitive work environment, employee performance is one of the aspects that greatly determines the sustainability and success of the organization (Hayati, 2023). According to Sholeha (2025), employee performance is an important element that contributes to the success of the organization,

performance describes the ability of individuals to complete work according to predetermined standards and targets, success in realizing optimal performance is not only influenced by employee competence, but also by their ability to maintain a balance between work demands and personal life known as Work-Life Balance.

Work-Life Balance is a condition when a person is able to manage and balance various demands derived from work, family life, and social activities. An international survey states that 83% of workers in 35 countries place Work-Life Balance as the main motivator, outperforming the amount of wages (Partridge, 2025). According to Adetiyas et al. (2024), Work-Life Balance reflects a balance between career achievement, personal happiness, leisure time, family life, and individual spiritual development. The implementation of a good Work-Life Balance can increase work morale, create job satisfaction, and encourage a greater sense of responsibility.

In addition to Work-Life Balance, the role of leadership is also an important factor that determines the success rate of employee performance. Leaders play a role in providing direction, motivation, and support to employees so that work can be carried out effectively and efficiently (Hanifah & K., 2022). The right leadership style is able to create a supportive and empowering work environment. Employee job loyalty emerges as a psychological construct that affects the relationship between work context factors and actual performance (Maksim, 2025). Work loyalty is an employee's attitude and behavior that shows loyalty, commitment, and attachment to the organization (Robbins, 2022). Loyalty is an important mediating factor that bridges the influence of Work-Life Balance and the role of leadership on performance.

Agency X is one of the State-Owned Enterprises (SOEs) engaged in food management and distribution. In carrying out its operations, organizations face various challenges such as achieving work targets, policy changes, and efficiency demands that have the potential to increase workload and affect the balance between employees' work and personal lives.

The results of initial observations show that employee performance is relatively good. The performance achievement for the January-September 2025 period reached a score of 104.42 (category A) with 7 out of 10 indicators achieving the best score, 2 category B indicators, and 1 category D indicator. However, behind these achievements, work practices show high intensity such as excessive overtime, work brought home, and limited leave that threatens Work-Life Balance, especially in the aspects of time balance, involvement balance, and satisfaction balance. In addition, leadership roles tend to be top-down and do not accommodate the welfare of employees, so the loyalty formed is normative and potentially unsustainable (Haq, 2025).

Previous research has shown inconsistent results. Haq (2025) found that Work-Life Balance and leadership have a significant effect on loyalty, but Adetiyas et al. (2024) stated that Work-Life Balance has no significant effect on performance. Putri & Rahmawati (2025) found that authentic leadership affects Work-Life Balance and performance through employee engagement, while Batubara (2023) and Wicaksono et al. (2024) found that leadership has no significant effect on loyalty and performance. In addition, comprehensive research examining loyalty mediation in the context of SOEs in Indonesia is still limited. Based on these considerations, this study aims to examine the effects of Work-Life Balance and Leadership on Employee Performance, both directly and indirectly through the mediating role of Work Loyalty at Agency X.

## **2. METHODS**

This study uses a quantitative approach with a type of causal associative research that aims to explain the cause-and-effect relationship between variables (Abdullah, 2024).

The research was carried out at Agency X located in West Nusa Tenggara, with a implementation time starting in November 2025. The population in this study is all permanent employees at Agency X which totals 50 people except for Regional Leaders and Vice Leaders (Sugiyono, 2023). The sampling technique uses a saturated sampling method in which all members of the population are sampled because the population is relatively small (Abdullah, 2024; Nurhidayati, 2021).

The data collection technique uses a questionnaire (questionnaire) that contains a series of written questions for respondents to answer (Sugiyono, 2023) as well as documentation studies in the form of archives, reports, and official documents related to the research object (Sugiyono, 2023). Data collection tools in the form of online questionnaires through Google Form and laptop devices to process and analyze data using SmartPLS 4.0.

The data analysis in this study was carried out using SmartPLS software which is very effective to analyze the relationships between variables, especially in research models involving latent and complex variables, and is able to test the strength and significance of the relationships between variables while validating the research model as a whole (Haq, 2025; Ghozali, 2018). Descriptive analysis is used to describe and interpret research data as it is without drawing conclusions or generalizations about the population (Sugiyono, 2023). The measurement scale uses the Likert Scale with five alternative answers: Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and Strongly Disagree (1) (Sugiyono, 2023). Partial Least Square (PLS) analysis is carried out through two stages: Outer Model and Inner Model. The mediation test uses a path analysis approach with reference to the criteria of Baron & Kenny (1986), where if the direct path coefficient remains significant but the value decreases after inserting a mediator, partial mediation occurs, while if the direct path coefficient becomes insignificant, full mediation occurs.

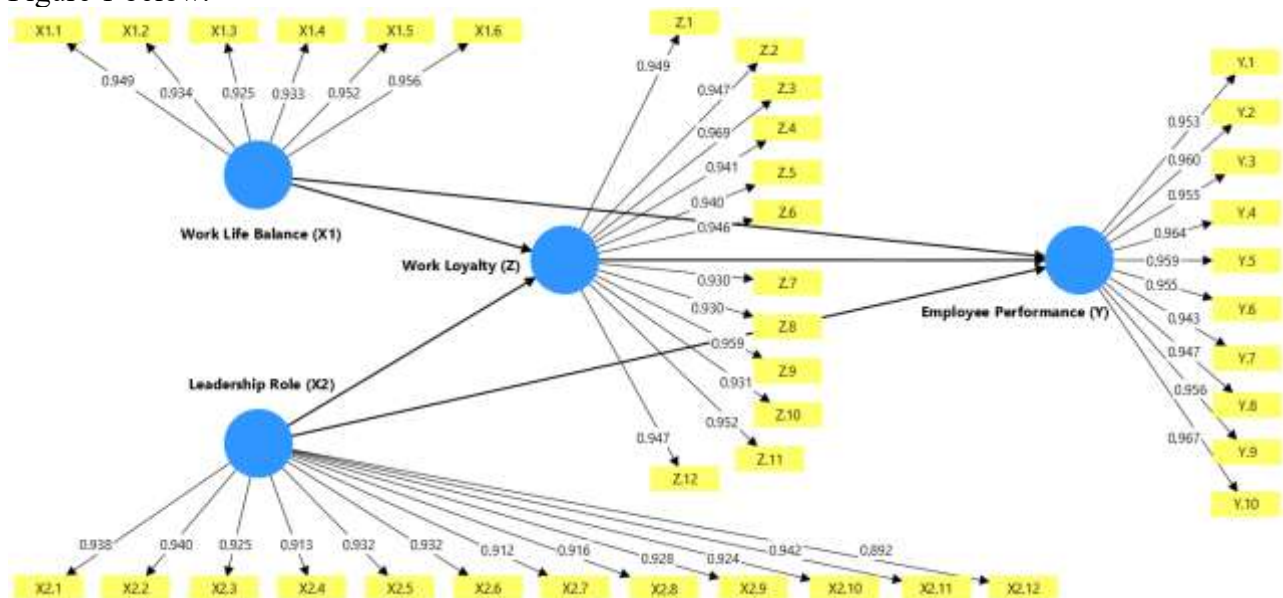
### 3. RESULTS AND DISCUSSION

#### 3.1 Result

##### Analysis of Measurement Model Test Results (Outer Model)

##### a) Convergent Validity Test

Convergent validity ensures that all indicators designed to measure a given variable are highly correlated and consistently reflect the same concept. A loading factor value greater than 0.7 is considered to reflect adequate convergent validity (Ghozali, 2018). The results of the convergent validity test using SmartPLS 4.0 are presented in Figure 1 below.



## Figure 1. Convergent Validity Test Results (Loading Factor)

Based on Figure 1, all indicators in each research variable have a loading factor value above 0.7, with the lowest value range of 0.892 to the highest value of 0.969. This shows that all indicators are declared valid and able to represent the construct of variables that are well measured (Ghozali, 2018).

**b) Discriminant Validity Test**

Discriminant validity is considered to be fulfilled if the square root value of the Average Variance Extracted (AVE) of a construct is greater than the correlation value between constructs (Haq, 2025). The results of the discriminant validity test using the Fornell-Larcker criteria are presented in Table 1.

Table 1. Discriminant Validity

|                          | Work-Life Balance (X1) | Leadership Role (X2) | Employee Performance (Y) | Job Loyalty (Z) |
|--------------------------|------------------------|----------------------|--------------------------|-----------------|
| Work-Life Balance (X1)   | <b>0.942</b>           |                      |                          |                 |
| Leadership Role (X2)     | 0.369                  | <b>0.925</b>         |                          |                 |
| Employee Performance (Y) | 0.855                  | 0.715                | <b>0.956</b>             |                 |
| Job Loyalty (Z)          | 0.856                  | 0.732                | 0.959                    | <b>0.945</b>    |

Based on Table 1, the square root value of AVE in each variable (diagonal value) is greater than the correlation value between other variables. Thus, all variables in this study have met the criteria for discriminant validity.

**c) Composite Reliability Test**

Composite Reliability measures how consistent the indicators in a construct are to measure the variable. The criterion for the Composite Reliability value, namely  $CR \geq 0.70$ , indicates good reliability (Elvina, 2025). The results of the reliability test are presented in Table 2.

Table 2. Composite Reliability

|                          | Cronbach's alpha | Composite reliability (rho_c) |
|--------------------------|------------------|-------------------------------|
| Work-Life Balance (X1)   | 0.974            | 0.979                         |
| Leadership Role (X2)     | 0.985            | 0.986                         |
| Employee Performance (Y) | 0.989            | 0.991                         |
| Job Loyalty (Z)          | 0.989            | 0.990                         |

Based on Table 2, all variables have Cronbach's Alpha and Composite Reliability values above 0.70, with a range of 0.974 to 0.991. This shows that all constructs in the study have an excellent level of internal consistency and are declared reliable.

**Structural Model Test (Inner Model)****a) R Square ( $R^2$ )**

R Square is a coefficient of determination that describes the extent to which independent variables can explain variations or changes in dependent variables. The R Square value of 0.67 and above indicates a very strong influence, 0.33-0.67 indicates a

moderate influence, and 0.19-0.33 indicates a weak influence (Ghozali, 2018). The results of the R Square test are presented in Table 3.

Table 3. R-Square

|                          | R-square | Adjusted R-square |
|--------------------------|----------|-------------------|
| Employee Performance (Y) | 0.934    | 0.929             |
| Job Loyalty (Z)          | 0.933    | 0.930             |

Based on Table 3, the R-square value for Employee Performance is 0.934 and Work Loyalty is 0.933, both of which are in the very strong category. This shows that the research model has an excellent ability to explain the relationships between variables.

**b) F Square ( $f^2$ )**

F-Square is used to measure the magnitude of the influence of each exogenous variable on the endogenous variable. Interpretation of  $f^2$  values: 0.02 (small), 0.15 (medium), and 0.35 (large) (Ghozali, 2018). The results of the F-Square test are presented in Table 4.

Table 4. F-Square

|                                                    | F-square |
|----------------------------------------------------|----------|
| Work-Life Balance (X1) -> Employee Performance (Y) | 0.204    |
| Work-Life Balance (X1) -> Work Loyalty (Z)         | 5.906    |
| Leadership Role (X2) -> Employee Performance (Y)   | 0.144    |
| Leadership Role (X2) -> Job Loyalty (Z)            | 2.977    |
| Job Loyalty (Z) -> Employee Performance (Y)        | 0.279    |

Based on Table 4, the variables Work-Life Balance and Leadership Role have a very large influence on Work Loyalty ( $f^2 = 5.906$  and  $2.977$ ), while Work Loyalty and Work-Life Balance have a moderate influence on Employee Performance ( $f^2 = 0.279$  and  $0.204$ ).

### c) Hypothesis Test (Direct Effect)

Hypothesis testing was carried out by analyzing t-statistical and P-Value values using the bootstrapping method. The hypothesis is stated to be accepted when the t-statistical value  $> 1.96$  and the P-Value  $< 0.05$  (Ghozali, 2018). The results of the hypothesis test are presented in Table 5.

Table 5. Hypothesis Test Results (Direct Effect)

|                                                 | Sample<br>(O) | Average<br>(M) | Standard<br>Deviation<br>(STDEV) | T-statistics<br>( O/STDEV ) | P-<br>value | Remarks  |
|-------------------------------------------------|---------------|----------------|----------------------------------|-----------------------------|-------------|----------|
| Employee Loyalty<br>-> Employee<br>Performance  | 0.524         | 0.517          | 0.170                            | 3.079                       | 0.002       | Accepted |
| Leadership Role -><br>Employee<br>Performance   | 0.210         | 0.215          | 0.103                            | 2.044                       | 0.041       | Accepted |
| Leadership Roles -<br>> Job Loyalty             | 0.482         | 0.483          | 0.052                            | 9.232                       | 0.000       | Accepted |
| Work-Life Balance<br>-> Employee<br>Performance | 0.329         | 0.334          | 0.122                            | 2.702                       | 0.007       | Accepted |
| Work-Life Balance<br>-> Work Loyalty            | 0.678         | 0.678          | 0.047                            | 14.581                      | 0.000       | Accepted |

Based on Table 5, all direct hypotheses (H1-H5) are accepted because they have a t-statistical value of  $> 1.96$  and a p-value of  $< 0.05$ . Work-Life Balance has the greatest influence on Work Loyalty (coefficient of 0.678), while Work Loyalty has the greatest influence on Employee Performance (coefficient of 0.524).

**d) Mediation Test (Indirect Effect)**

The mediation test was carried out to assess the extent to which the influence of independent variables on dependent variables took place through intermediate variables. The results of the mediation test are presented in Table 6.

Table 6. Mediation Test Results (Indirect Effect)

|                                                                    | Sample<br>(O) | Average<br>(M) | Standard<br>Deviation<br>(STDEV) | T-statistics<br>( O/STDEV ) | P-<br>value | Remarks  |
|--------------------------------------------------------------------|---------------|----------------|----------------------------------|-----------------------------|-------------|----------|
| Leadership Roles -<br>> Job Loyalty -><br>Employee<br>Performance  | 0.253         | 0.249          | 0.085                            | 2.969                       | 0.003       | Accepted |
| Work-Life Balance<br>-> Work Loyalty -><br>Employee<br>Performance | 0.356         | 0.350          | 0.116                            | 3.053                       | 0.002       | Accepted |

Based on Table 6, Work Loyalty was shown to mediate the influence of Work-Life Balance on Employee Performance (H6) and Leadership Role on Employee Performance (H7) with VAF values of 51.9% and 54.6%, which showed partial mediation (Baron & Kenny, 1986).

**3.2 Discussion****a) The Effect of Work-Life Balance on Employee Performance**

The results of the study show that Work-Life Balance has a positive and significant effect on employee performance in Agency X. This finding is in line with the research of Haq (2025) and Nurmala & Yusuf (2025) which states that Work-Life Balance has a positive and significant influence on employee performance. Employees who are able to maintain a work-life balance have better physical and mental conditions, so they can work more focused and productive. These results support Social Exchange Theory (Blau, 2017) which explains that employees will reciprocate organizational support (in the form of a Work-Life Balance policy) with improved performance. Based on the results of the questionnaire, the Work-Life Balance variable obtained an average of 2.93 (fairly balanced category), with the highest indicators in the statements "having enough time for family" (3.08) and "staying involved in family or social activities" (3.08), indicating that employees are still able to divide their time between work and personal life despite the high demands on work.

**b) The Influence of Leadership Roles on Employee Performance**

The results of the study show that the Leadership Role has a positive and significant effect on employee performance. These findings are consistent with Haq (2025) and Hanifah & K. (2022) who stated that leadership has a positive influence on employee performance. Leaders who are able to provide clear direction, motivation, and support to employees create a conducive work environment and encourage increased work effectiveness. The Leadership Role variable obtained an average of 2.93 (category of moderately important), with the highest indicator in the statement "leadership decisions help smooth tasks" (3.16), indicating that decision-making ability is the aspect of leadership that employees feel most benefited by.

**c) The Effect of Work-Life Balance on Job Loyalty**

The results showed that Work-Life Balance had a positive and significant effect on work loyalty (coefficient 0.678; p-value 0.000). These findings are in line with Wardani (2023) and Marsela & S. (2024). A work-life balance makes employees feel cared for and valued by the organization, thus fostering emotional attachment and a

commitment to staying afloat. This influence is the largest of any other relationship, indicating that Work-Life Balance plays a very important role in shaping employee loyalty at Agency X.

**d) The Influence of Leadership Roles on Job Loyalty**

The results of the study showed that the Leadership Role had a positive and significant effect on job loyalty (coefficient 0.482; p-value 0.000). These findings support Wellyanto & Halim (2017) and Qotrunnada & Djaelani (2022). Leaders who are able to create harmonious working relationships and pay attention to employee needs can increase employees' sense of belonging and attachment to the organization. Based on Social Exchange Theory (Blau, 2017), when leaders provide support and fair treatment, employees will reciprocate with higher loyalty.

**e) The Effect of Work Loyalty on Employee Performance**

The results of the study show that Work Loyalty has a positive and significant effect on employee performance. These findings are in line with Pazrina (2024) and Wibowo et al. (2022). Loyal employees tend to work with full responsibility, discipline, and dedication to achieve organizational goals. The Work Loyalty variable obtained an average of 2.91 (quite high category), with the highest indicator on the statement "responsible for duty" (3.04), indicating that the most dominant form of loyalty is responsibility to work.

**f) The Role of Work Loyalty Mediation**

The results of the study show that Work Loyalty is able to mediate the influence of Work-Life Balance and Leadership Role on Employee Performance. These findings are consistent with Haq (2025) and Isdaryati et al. (2025). VAF values of 51.9% and 54.6% indicate partial mediation (Baron & Kenny, 1986), meaning that job loyalty is an important mechanism that explains how Work-Life Balance and leadership improve performance, but both independent variables also have a direct influence on performance. This shows that improving employee performance can not only be done through improving Work-Life Balance and direct leadership, but also through efforts to build employee loyalty as a strategic step.

#### **4. CONCLUSION**

Based on the results of the analysis and discussion, it can be concluded that Work-Life Balance and Leadership Roles directly or indirectly through Work Loyalty have a positive and significant effect on Employee Performance at Agency X, where all hypotheses submitted are accepted. The findings show that Work-Life Balance has the most influence on Work Loyalty, while Work Loyalty is the dominant factor in driving Employee Performance, with an R-square value for Employee Performance of 93.4% and Work Loyalty of 93.3% which are in the very strong category. In addition, Work Loyalty has been shown to act as a partial mediator that strengthens the relationship between Work-Life Balance and Leadership Roles to Employee Performance, indicating that performance improvement can not only be achieved through direct improvements to work-life balance and leadership quality, but also through the continuous strengthening of employee loyalty. Thus, Agency X needs to continue to develop policies that support work-life balance and strengthen leadership roles to build loyalty that has an impact on optimal and sustainable organizational performance.

#### **5. ACKNOWLEDGEMENT**

The author expressed his gratitude to all parties who have supported the implementation of this research, especially to Agency X who has granted research permits and to all respondents who have participated in filling out the questionnaire. Gratitude was

also expressed to the supervisor and Bumigora University for the guidance, input and support provided during the research process.

## 6. BIBLIOGRAPHY

- Abdullah, M. K. (2024). *The influence of work-life balance and transformational leadership on organizational commitment is mediated by job satisfaction in the CV of Sunan Drajat Department Store* [Undergraduate thesis, Islamic University of Malang].
- Adetiyas, R., Sucipto, H., Yulianto, A., & Setiabudi, U. M. (2024). The effect of work-life balance, work environment, and compensation on employee performance (case study of PT Bintang Indokarya Gemilang). *Journal of Economics and Business*, 4(4), 5756–5768.
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173–1182.
- Blau, P. M. (2017). *Exchange and power in social life*. Routledge. <https://doi.org/10.4324/9780203792643>
- Coal, D. W. (2023). The influence of leadership style, motivation, and work environment on employee loyalty (case study at the North Sumatra Provincial Department of Industry and Trade). *Journal of Social and Political Sciences*, 1(1), 45–58. <https://doi.org/10.55606/jcsrpolitama.v1i1.1138>
- Elvina, A. (2025). *The Influence of Competence, Work-Life Balance, and Democratic Leadership Style on Employee Performance with Job Satisfaction as an Intervening Variable (Study at the Tanah Datar Dukcapil Office)* [Master's thesis, Andalas University].
- Ghozali, I. (2018). *Application of multivariate analysis with the IBM SPSS 25 program* (9th Edition). Publishing Agency of Diponegoro University.
- Hanifah, L., & K., S. (2022). The role of leadership in employee performance at the North Sumatra Provincial Bappeda. *El-Mal: Journal of Islamic Economic & Business Studies*, 4(4), 982–990. <https://doi.org/10.47467/elmal.v4i4.2369>
- Haq, M. H. (2025). *The influence of work-life balance and leadership style on employee performance was mediated by work loyalty at Rayz UMM Hotel Malang* [Master's thesis, Universitas Brawijaya].
- Hayati, L. (2023). *Analysis of strategies to maintain employee work loyalty in increasing productivity at PT Cakra Perkasa Jayamulia Tabalong Branch* [Undergraduate thesis, Lambung Mangkurat University].
- Isdaryati, M. N., Andriana, R., & Sukatmadiredja, N. R. (2025). The effect of work-life balance on employee performance and loyalty with job satisfaction as an intervening variable in CV Griya Persada Engineering. *Journal of Economics and Management*, 4(4), 852–857.
- Maksim, M. (2025). Factors determining employee loyalty during the COVID-19 pandemic. *Sustainability*, 17(1), section 303. <https://doi.org/10.3390/su17010303>
- Marsela, G., & S., P. A. (2024). The effect of work-life balance on employee loyalty in Generation Z in the city of Bandung. *Scientific Journal of Research and Studies*, 4(4), 210–225. <https://doi.org/10.53625/jirk.v4i4.8388>
- Nurhidayati, N. (2021). *The Influence of Employee Motivation and Development on Employee Performance at Perum BULOG Regional Office of NTB* [Undergraduate Thesis, Bumigora University].
- Nurmala, S., & Yusuf, F. (2025). The effect of work-life balance and work environment on employee performance at PT Oceanica Megah Utama. *Journal of Economic*

- Management and Accounting*, 1(4), 371–375.  
<https://doi.org/10.63921/jmaeka.v1i4.183>
- Partridge, J. (2025, January 21). Work-life balance more important than pay for employees worldwide. *The Guardian*.  
<https://www.theguardian.com/business/2025/jan/21/work-life-balance-pay-workers-covid-pandemic>
- Pazrina, S. (2024). The Effect of Job Satisfaction and Employee Loyalty on Employee Performance at Tjut Nyak Dhien University. *Journal of Management and Business*, 2(3), 112–125. <https://doi.org/10.36490/jmdb.v2i3.1122>
- Putri, H., & Rahmawati, R. (2025). The role of authentic leadership in work-life balance and employee performance with mediated employee engagement. *Indonesian Journal of Management*, 6(4), 310–325.
- Qotrunnada, L., & Djaelani, A. K. (2022). The influence of leadership style and work environment on employee loyalty. *Journal of Economics and Business*, 5(2), 17–28.
- Robbins, S. P. (2022). *Organizational behavior* (18th ed.). Pearson.
- Sholeha, T. T. (2025). *The effect of job training, work motivation, and work environment on employee performance in the Treasury division of Perum BULOG, Jakarta Head Office* [Bachelor's thesis, National University].
- Soedjatmoko, S., Sarmin, S., & Utami, S. R. (2024). The influence of leadership on employee performance. *Al-Kharaj: Journal of Sharia Economics, Finance & Business*, 6(7), 5532–5544. <https://doi.org/10.47467/alkharaj.v6i7.3093>
- Sugiyono. (2023). *Quantitative, qualitative, and R&D research methods*. Alfabet.
- Wardani, B. A. K. (2023). *The Influence of Work Environment, Work Stress, Compensation, and Work-Life Balance on Employee Loyalty of Bank Jateng Purworejo Branch* [Undergraduate Thesis, University of Muhammadiyah Purworejo].
- Wellyanto, S. C., & Halim, G. A. (2017). *Analysis of the influence of leadership style on employee loyalty of Hotel X Bali* [Undergraduate thesis, Bina Nusantara University].
- Wibowo, F., Setiyanto, S., & Bahtiar, H. (2022). The influence of leadership style and employee loyalty on employee performance. *Journal of Business Management*, 2(3), 128–138.
- Wicaksono, A. S., Hendri, M. I., Daud, I., & Rosnani, T. (2024). The effect of communication, work discipline, and work-life balance on employee performance. *Scientific Journal of Unit Management*, 12(4), 1219–1226.  
<https://doi.org/10.37641/jimkes.v12i4.2728>