

Research Article

The Role of Work-Life Balance, Motivation, and Work Environment on Employee Performance of PT Pupuk Indonesia (Persero) Regional 2

Riska Putri Utami ^{1*}, Raden Ayu Aminah Rizkia Puspita Sari ², Artha Febriana ³, Haunan Damar ⁴

¹ Universitas Dian Nuswantoro, Semarang, Indonesia; email: riskaputriutami117@gmail.com

² Universitas Dian Nuswantoro, Semarang, Indonesia, email: radenayu.riskia@dsn.dinus.ac.id

³ Universitas Dian Nuswantoro, Semarang, Indonesia, email: Artha.febriana@dsn.dinus.ac.id

⁴ Universitas Dian Nuswantoro, Semarang, Indonesia, email: haunan.damar@dsn.dinus.ac.id

* Corresponding Author: riskaputriutami117@gmail.com

Abstract: This article analyzes the role of Work-Life Balance, Motivation, and Work Environment on Employee Performance in the manufacturing industry. Work-Life Balance (WLB) can be measured on time management, mental health, job satisfaction, and overall performance. Work Motivation is seen from intrinsic and extrinsic factors, while the Work Environment is seen from a conducive, safe, and comfortable atmosphere. This study uses a quantitative approach using SmartPLS. This method was chosen because of its effectiveness in testing complex causal models with many variables and its flexibility assuming data distribution. Primary data was collected from 98 employees via Google from Likert scale, using the seneus technique. Analysis includes evaluating measurement models for validity and reliability and testing hypotheses. The SEM-PLS analysis confirms that Work-Life Balance, Motivation, and Work Environment all have a positive and significant impact on employee performance. WLB showed the most dominant influence among the three factors. This research is an important factor that significantly affects employee performance. Maintaining and improving these factors, especially WLB, is essential for fostering employee motivation, a sense of security, and maximizing work output, thereby contributing to the overall success of the organization.

Keywords: Employee Performance; Motivation; Organizational Success; Work Environment; Work-Life Balance.

1. Introduction

The rapid changes in today's world of work demand employees to find ways to balance professional demands with their personal lives (Siwalankerto, 2020). According to the theory of Opoku et al., (2022) Work-life balance is an individual's ability to effectively divide time and energy between work responsibilities and personal or family needs. In the midst of rapid technological development and globalization, the workload often increases, even requiring employees to work outside office hours (Erwina et al., 2024). The concept of work-life balance has now become highly relevant, with a significant impact on mental health, job satisfaction, and productivity (Nwagbara, 2020). This imbalance can result in stress and burnout, which ultimately lowers employee productivity and performance (Opatrn, 2025). Previous studies have shown that employees who have a good work-life balance generally feel more satisfied with their work, have higher motivation, and show superior work performance (Ruth Elisabet Rosemary et al., 2023).

Motivation is a driving force, both internal and external, that encourages a person to feel enthusiastic and committed while carrying out their duties and responsibilities (Adiguzel & Sonmez Cakir, 2022). A high level of work motivation can increase employee discipline, creativity, and productivity, thus having a positive impact on the results they achieve (Amara et al., 2024). The importance of work motivation cannot be ignored, especially given the characteristics of jobs in the fertilizer sector that require precision, concentration and a high

Received: February 23, 2025

Revised: March 13, 2025

Accepted: March 29, 2026

Published: March 31, 2026

Curr. Ver.: March 31, 2026



Copyright: © 2025 by the authors.

Submitted for possible open

access publication under the

terms and conditions of the

Creative Commons Attribution

(CC BY SA) license

(<https://creativecommons.org/licenses/by-sa/4.0/>)

level of responsibility (Maharani, 2023). A variety of factors can affect work motivation, which can come from a variety of sources, such as awards, recognition, career development opportunities, and harmonious interpersonal relationships in the work environment (Liaquat et al., 2024).

According to Mardiani & Widiyanto (2021) The work environment is to create a conducive, safe, and comfortable atmosphere for employees to work optimally, which will ultimately improve the productivity and performance of the company, the environment has two main components: physical and psychological. Physical aspects such as lighting, ventilation, and hygiene, as well as psychological aspects such as social interaction, leadership, and company culture, greatly influence employee productivity and mental well-being (Ardianto & Nurjanah, 2023). Conversely, less-than-ideal working conditions can lead to stress, dissatisfaction, and decreased performance (Aisyah et al., 2023). Therefore, companies must create a supportive work environment so that employees feel valued and can work optimally.

According to Kazmi & Javaid, (2025) Employee performance is the achievement generated by an individual when completing his or her duties and responsibilities, which is measured against the standards that have been set by the company. In the context of industry and manufacturing, superior employee performance not only contributes to increased productivity but also plays an important role in maintaining the quality of products and services (Aisyah et al., 2023). Therefore, companies must identify and understand various variables that affect employee performance in order to create a conducive work environment to achieve strategic targets (Badrianto & Ekhsan, 2021).

As a strategic business unit in the fertilizer industry, the company has an important role in national food security (Intan Nur Hovifa, 2023). This requires excellent employee performance to meet the ever-growing production and service targets (Tourism, 2019). However, companies often face the challenge of human resource management, especially in maintaining work-life balance, increasing work motivation, and 'creating a conducive work environment for its employees' (Aisyah et al., 2023).

PT Pupuk Indonesia (Persero) Regional 2 faces operational performance challenges in 2025, especially in the distribution of subsidized fertilizers which only reached 58% of the national target of 9.55 million tons until September, due to changes in volume targets, delays in farmers' RDKK data, and reduction of subsidized commodities from 70 to 9 types. Overall, Pupuk Indonesia targets fertilizer production of 12.6 million tons and non-fertilizers of 6.5 million tons by 2025, with partial realizations such as Pupuk Kaltim exceeding the production target of 107.3% (6.68 million tons), although specific data for Regional 2 are not publicly available. Employee performance problems are reflected in related studies that show the influence of work environment and motivation on performance.

Table 1. Performance Data.

Work Aspects	Target 2025 (National/Subsidized)	Realization	Major gaps
Subsidy Distribution	9.55 million tons	5.5 million tonnes (58%)	Delay in allocation decree, slow RDKK update
Fertilizer Production	12.6 million tons (holding)	>107% in certain units (e.g. 6.68 million tons of Pupuk Kaltim)	Dependence on raw material imports
Employee Performance	MBO-based KPIs	Disciplinary and environmental issues (38.8% contribution)	High workload, work-life imbalance

Source: www.tempo.co

This topic was chosen because of its relevance to the actual problems of PT Pupuk Indonesia (Persero) Regional 2, such as fluctuations in subsidy targets and operational delays that affect employee performance amid the demands of national food security. Previous research has shown inconsistencies in the influence of work-life balance, motivation, and work environment on performance in fertilizer BUMN, with motivation having a positive

effect. This topic fills the research gap in the context of Regional Sales Support Office 2, supporting HR strategies to increase productivity in heavy industries.

Based on the survey results, there is still a research gap regarding the relationship between work-life balance, motivation, and work environment to employee performance. Previous studies have shown inconsistent or insignificant findings in this area. A preliminary survey conducted at PT Pupuk Indonesia (Persero) Regional 2 revealed that employee performance is still not optimal and some underprivileged employees consistently achieve the targets set by the company and their productivity decreases. This encourages the need to explore other factors or more efficient measurement methods to improve performance (Kazmi & Javaid, 2025). By analyzing the relationship between work-life balance, motivation, and the work environment affecting employee performance and the company can take strategic actions to improve. Ultimately, this study is expected to create optimal synergy between employee aspirations and company goals, so that it can help realize the organization's vision and mission.

Table 2. Research gap research.

Researcher (Year)	Significant	Insignificant
(Erwina et al., 2024) (Rahmawati et al., 2021)	Work-life balance has a positive and significant impact on employee performance.	Work-life balance does not have a significant impact and has a negative impact on employee performance.
(Liaquat et al., 2024) (Fidyah, Agung, Badiyana, et al., 2023)	Work motivation has a positive and significant impact on employee performance.	Work motivation does not have a significant impact and has a negative impact on employee performance.
(Reza et al., 2021) (Ardianto & Nurjanah, 2023)	The work environment has a significant influence on employee performance.	The work environment does not have a significant impact or have a negative impact on employee performance.

Some studies have shown that WLB has no significant effect on performance, as opposed to positive results for most of the three variables. This inconsistency is caused by differences in samples. The work environment and motivation tend to be partially strong (July et al., 2025). There is no specific study on PT Pupuk Indonesia (Persero) that combines these three variables, although user memory suggests a focus on this context. This gap is important because unique factors such as state regulations and employment stability in BUMN have not been researched. Studies often ignore mediations such as job satisfaction or commitment, as well as moderation of technostress and commitment. Based on the observation of phenomena through research on the perception of work-life balance, motivation, and work environment on employee performance, as well as the research gap of previous findings, this study aims to analyze the Role of Work-Life Balance, Motivation, and Work Environment on Employee Performance at PT Pupuk Indonesia (Persero) Regional 2.

2. Literature Review

Work-Life Balance

According to Untajana & Kopong (2024) Work-Life Balance (WLB) The definition of Work-Life Balance (WLB) is a crucial concept in human resource management, which refers to the alignment between job demands and personal needs to maintain well-being and productivity. Work-life balance describes a condition in which a person can carry out professional and personal roles and responsibilities in a balanced manner, avoiding conflicts that could interfere with their well-being (Triyana, 2020). More than just time management, the concept also emphasizes quality and satisfaction in both aspects of life, achieving work-life balance is often a challenge for employees, who operate with high production demands and tight work schedules (Amara et al., 2024). Employees are often faced with a dilemma between meeting a heavy workload and family needs, free time, or time for themselves (Opoku et al., 2022).

Research in the human resource management literature has consistently found that work-life balance has a positive impact on productivity and job satisfaction (Opoku et al., 2022). Companies that implement work-life balance policies, such as flexible working hours,

time off, and welfare programs, make employees feel valued. This sense of being appreciated then encourages them to be more motivated and contribute their best (Shanker & Kaushal, 2022).

The positive impact of work-life balance not only reduces employee attendance and turnover, but also improves employee morale, strengthens loyalty, and emotional attachment to the organization (Opatrn, 2025). Employees who achieve a good work-life balance tend to be calmer, relaxed, and inspired, which supports effective and efficient performance (Rusilowati, 2021). Work-life balance policies in the workplace have a positive impact on all aspects of workers' lives, in addition to having a direct impact on work performance (Untajana & Kopong, 2024). A healthy and stable mental state of employees improves thinking skills, decision-making, and adaptability to new job changes or challenges (Nwagbara, 2020).

Empirical research on (Aisyah et al., 2023), showing that work-life balance has a positive impact on employee performance because it can increase job satisfaction, motivation, and productivity. Work-Life Balance (WLB) measures the extent to which employees are able to balance and meet the demands of work and personal life (Badrianto & Ekhsan, 2021). According to Manfa'aturrohmanayah & Muhdiyanto (2023) Work-Life Balance indicators generally include:

- a. Work-day balance and personal time
- b. Psychological engagement balance
- c. Balance of emotional engagement
- d. Stress management.

Work Motivation

According to the theory of Adiguzel & Sonmez Cakir (2022) Motivation is the drive that triggers, guides, and maintains individual behavior to be directed towards achieving a target or goal. The definition of motivation is the intrinsic and extrinsic drive that affects employee morale in achieving organizational goals. Intrinsic motivation comes from within, such as personal satisfaction, challenges, or a sense of happiness when doing a task (Liaquat et al., 2024). Meanwhile, extrinsic motivation comes from the outside, such as salary, rewards, promotions, employer recognition, and a comfortable work environment (Anxo & Ericson, 2025).

In a corporate context, employee motivation is closely related to the way companies create a work culture that rewards achievement and rewards commensurate achievement (Liaquat et al., 2024). A clear incentive system, skill development program, and reward and recognition system are effective ways to strengthen employee motivation. Supporting this by stating that the fulfillment of basic needs to self-actualization will generate great motivation to achieve goals (Sibarani et al., 2023).

Strong work motivation is also linked to increased employee loyalty and decreased attendance and turnover, which can incur high costs for the Company according to (Saputra, 2022). Factors that influence work motivation are work environment, leadership style, reward system, and relationship between colleagues and superiors (Gizli Tabaklar & Erbaş, 2023). Strong motivation plays a role in increasing employee discipline, creativity, and productivity, thereby improving performance. Research from (Wismawan & Luturlean, 2022) found that work motivation has a significant impact on employee performance in various industry sectors. Work motivation is the drive that makes a person enthusiastic and committed to completing work tasks (Manfa'aturrohmanayah & Muhdiyanto, 2023). Indicators according to Wismawan & Luturlean (2022) Covers:

- 1) Desire to achieve
- 2) Commitment to work
- 3) initiative and creativity
- 4) Satisfaction of the award
- 5) Capacity development.

Work Environment

According to Mardiani & Widiyanto (2021) The definition of work environment is to create a conducive, safe, and comfortable atmosphere for employees to work optimally, which will ultimately improve the productivity and performance of the company, the environment has two main components: physical and psychological. Physical aspects include workspace conditions, layout, lighting, temperature, noise levels, safety, and supporting facilities (Ardianto & Nurjanah, 2023). Meanwhile, psychological aspects include relationships between individuals, organizational culture, leadership styles, and communication that occurs in the workplace (Ma'ruf, 2021). A clean, safe, comfortable, and supportive environment can

increase employee comfort and reduce employee stress (Dubosson et al., 2025). Companies improve their work environment by improving work safety (safety culture), optimizing the layout of production facilities, and improving employee support facilities (Casely-Hayford et al., 2024).

A good relationship between employees and their superiors and co-workers can create a pleasant work climate and increase productivity according to (Wagdi & Sayed, 2023). A harmonious social environment can also encourage teamwork, conflict resolution, and increased work motivation (Economics et al., 2023). This is especially important for companies, which rely on teamwork to achieve production and customer service goals (Intan Nur Hovifa, 2023). Factors of a poor work environment, such as excessive noise, lack of ventilation, dim lighting, interpersonal pressure, and a poor corporate culture, can lead to discomfort, stress, and decreased employee performance (Wagner et al., 2025). The impact of the physical environment on performance suggests that employees who work in less supportive work environments tend to have lower levels of concentration and decreased work quality (Novriani Gultom & Nurmaysaroh, 2021).

In companies, implementing an occupational safety and health management system is essential in a safe and comfortable work environment according to (Intan Nur Hovifa, 2023). When employees feel safe and protected from work accidents, they become more focused and committed to their duties (Reza et al., 2021). Ultimately, this results in better performance. Empirical studies (Wismawan & Luturlean, 2022) indicates that the work environment has significant and positive problems with employee performance. A supportive work environment that can encourage employee performance is the work results that achieve individuals in carrying out their duties, measured in quality, quantity, and work attitudes. (Hidayat & Tedi, 2023). The physical and social aspects of the work environment affect comfort and productivity. The following indicators according to Novriani Gultom & Nurmaysaroh (2021) They are:

- a. Physical quality of the workplace
- b. Occupational safety and security
- c. Harmonious interpersonal relationships
- d. Supportive organizational culture
- e. Psychological Atmosphere.

Employee Performance

According to Kazmi & Javaid, (2025) Employee performance is the achievement generated by an individual when completing his or her duties and responsibilities, which is measured against the standards that have been set by the company. Good performance is crucial to business success because it is directly related to productivity, efficiency, and the achievement of organizational goals (Reza et al., 2021). Therefore, companies must manage employee performance effectively. The definition of employee performance is the work result measured based on the quality, quantity, and work attitude achieved by an employee in carrying out their duties according to the responsibilities given (Triyana, 2020). According to Wismawan & Luturlean (2022) Performance can be measured through several indicators, including:

- 1) Quality of work
- 2) Working quantity
- 3) Punctuality and Work discipline
- 4) Responsibilities
- 5) Cooperation and communication
- 6) Initiatives

Research Thinking Framework

Based on the literature review and previous research, the conceptual framework for this study is structured as follows:

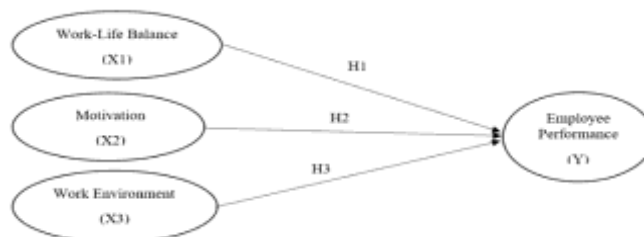


Figure 1. Research Framework.

Research Hypothesis

The Effect of Work-Life Balance on Employee Performance

According to Untajana & Kopong (2024) Work-Life Balance (WLB) is a crucial concept in human resource management, which refers to the alignment between job demands and personal needs. Research from Rahmawati (2021) shows a positive and significant relationship between work-life balance and employee performance. When employees feel balanced, they tend to be more satisfied, motivated, and less stressed, which ultimately improves their work performance (Nwagbara, 2020). Previous studies have also supported these findings by showing that a good work-life balance can increase employee productivity and dedication.

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

The Influence of Motivation on Employee Performance

According to Adiguzel & Sonmez Cakir (2022) Work motivation is an encouragement, both from within (intrinsic) and from outside oneself (extrinsic), that encourages and maintains employee work behavior to be directed towards achieving organizational goals. Research conducted by (Wismawan & Luturlean, 2022) There is a significant correlation between work motivation and improved employee performance. When employee motivation is high, they tend to show greater work ethic, discipline, and perseverance, which results in better quality of work. Some of the factors that effectively drive this motivation include awarding, recognition of achievements, and opportunities for career development (Liaquat et al., 2024).

H2: Motivation has a positive and significant effect on employee performance

The Influence of the Work Environment on Employee Performance

According to Mardiani & Widiyanto (2021) The work environment is to create a conducive, safe, and comfortable atmosphere for employees to work optimally, which will ultimately increase the productivity and performance of the company, the environment has two main components: physical and psychological. Study by Reza (2021) A study found that the work environment has a positive and significant impact on employee performance. A conducive environment characterized by a comfortable atmosphere, adequate facilities, good social relations, and a supportive organizational culture can improve employee satisfaction and mood. This improvement ultimately has a good impact on their performance. These findings are consistent with research results from (Aisyah et al., 2023) Indicates that a good work environment contributes to increased productivity and work effectiveness.

H3: The work environment has a positive and significant effect on employee performance.

3. Method

This study uses a quantitative method with a variant-based Structural Equation Modeling (SEM) approach, namely Partial Least Squares (PLS), operated through SmartPLS software according to Ruth Elizabeth Rosemary (2023). This method was chosen because it is effective for testing complex causal models with three X variables (Work Life Balance, Work Motivation, and Work Environment) against one variable Y (Employee Performance), as well as being flexible to data distribution assumptions. Primary data was collected from employees of PT Pupuk Indonesia (Persero) Regional 2 through Google Form with the Likert Scale, using census techniques. SmartPLS analysis begins by evaluating the Measurement Model (Outer Model) through Convergent Validity (looking at Loading Factor and AVE) and Reliability (looking at Composite Reliability), ensuring the quality of the instrument (Ştefan et al., 2024).

After the instrument has been tested for quality, the next stage is to evaluate the Structural Model (Inner Model) to test the hypothesis. Significance testing of the influence was performed using the Bootstrapping procedure on SmartPLS, where the causal hypothesis is supported if the P-value (< 0.05) and T-statistic (> 1.96) according to (Erwina et al., 2024). In addition, the model was tested for predictability by looking at the value of the Coefficient of Determination (R^2) which shows the variation in Employee Performance described by the three X variables and the value of Predictive Relevance (Q^2) according to (Ardianto & Nurjanah, 2023). The overall results of this PLS analysis will provide a strong and structured

conclusion regarding the specific role of Work Life Balance, Motivation, and Work Environment on performance in the company.

4. Results

This study uses a sample of employees who work at PT Pupuk Indonesia (Persero) Regional 2 with a sample of 98 respondents. The questionnaire was distributed through Google Form and then the characteristics of the respondents were obtained based on gender, age, length of work, and employment status. Here are the results of each of these characteristics:

Table 3. Respondent Characteristics.

No.	Description	Frequency	Percentage
1.	Gender:		
	Men	64	64,2
	Women	34	35,8
	Total	98	100%
2.	Age:		
	< 25 years old	6	5,7
	25 – 35 years old	62	62,3
	36 – 45 years old	26	28,3
	> 45 years old	4	3,8
	Total	98	100%
3.	Working Time:		
	< 1 year	9	8,5
	1– 5 years	46	47,2
	6– 10 years	32	34
	>10 years	11	10,4
	Total	98	100%
4.	Division:		
	TKO (organic labor)	27	29,2
	TKNO (non-organic labor)	71	70,8
	Total	98	100%

Based on the employee data, the respondents with the largest proportion of 67,3% overall were dominated by employees in the male gender category. Furthermore, most respondents can be found that the age of 25 – 35 years is the dominant employee age in this study, and the most dominant employee's working time is 1 – 5 years. Finally, the most dominant employee employment status is TKNO.

This study tested a measurement model consisting of validity and reliability tests. The following are the test results of the measurement model.

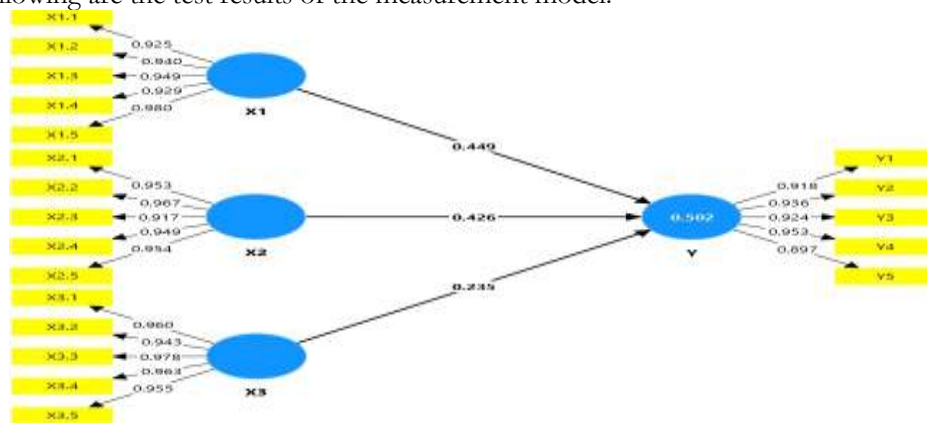


Figure 2. Path Coefficient. WLB(X1), Motivation(X2), Work Environment(X3), Employee Performance(Y).

Based on this image, looking at the output results of PLS shows that the loading factor is significant in each indicator, which is a prerequisite for adequate measurement. In addition, a strong path coefficient was observed in the relationship between exogenous and endogenous variables, indicating the hypothesized strength of the structural relationship. This result is also complemented by the magnitude of R² located in the endogenous variable, reflecting the predictive power of the model. Specifically, based on the results of the outer loading, all reflective indicators for the variables Work-life Balance (X1), Work Motivation (X2), Work Environment (X3), and Employee Performance (Y) resulted in a loading factor value (original sample) that exceeded 0.50 or significant. These criteria, combined with T-

Statistic values exceeding $Z_{\alpha}=0.05(5\%)=1.96$, collectively confirm that all indicator estimates have met the convergence validity requirements well.

Table 4. Results of the Discriminant Validity Test.

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	AVE
Work- Life Balance	0,970	0,971	0,976	0,893
Motivation	0,972	0,974	0,978	0,899
Work Environment	0,979	0,985	0,983	0,921
Employee Performance	0,958	0,960	0,968	0,857

The AVE test results for the Work-life Balance (X1) variable was 0.893, the Work Motivation variable (X2) was 0.899, the Work Environment (X3) was 0.921, and the Employee Performance (Y) was 0.857. All four variables have values greater than 0.5. Therefore, it can be found that all constructs for the four constructs have a Cronbach alpha value and a composite reliability > 0.7 , so that the reliability test is met.

Table 5. Results R^2 and Q^2 .

Variable	R-square	Q-square
Employee Performance (Y)	0,502	0,416

The results of the model analysis showed a coefficient of determination (R-square) of 0.502. This value indicates that the research model, which involves independent variables such as Work-Life Balance (WLB), Work Motivation, and Work Environment has the ability to explain the variability of Employee Performance by 50.2%. This high R-square value shows that exogenous variables have a substantial influence in predicting the phenomenon of endogenous variables (Employee Performance).

Furthermore, to assess the accuracy and predictive relevance of the model, Stone-Geisser's Q-square (Predictive Relevance Coefficient) value is used. Fundamentally, Q-square measures the ability of exogenous variables to predict endogenous variables. The model is considered to have sufficient predictive relevance if the value of Q-square is greater than zero ($Q\text{-square} > 0$). The results of data processing showed a Q^2 value of 0.416. Refers to the criteria set by Vinzi, (2013) (where Q-square 0.35 is categorized as strong, Q-square 0.5 is categorized as moderate, and Q-square 0.02 is categorized as weak), a value of 0.416 if rounded 0.4 is classified as predictive relevance to moderate strength. Thus, this research model meets the validation criteria for predictive accuracy.

Table 6. Hypothesis Test Results. WLB(X1), Motivation(X2), Work Environment(X3), Employee Performance(Y).

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1 -> Y	0,449	0,448	0,068	6,623	0,000
X2 -> Y	0,426	0,427	0,063	6,814	0,000
X3 -> Y	0,235	0,237	0,072	3,288	0,001

The results of the hypothesis test for Work-Life Balance (X1) shown in Table 6 revealed a P value of 0.000 (<0.05), indicating that Work-Life Balance (X1) has a significant positive effect on employee performance (Y). The results of the hypothesis test for the Motivation variable (X2) showed a P value of 0.000 (<0.05), indicating that Motivation (X2) has a significant positive effect on employee performance (Y). Meanwhile, the results of the hypothesis test for the work environment variable (X3) produced a P value of 0.001 (<0.05), which implies that the work environment (X3) has a significant positive effect on employee performance (Y).

5. Discussion

The Effect of Work-Life Balance on Employee Performance (H1)

The results of the first hypothesis test (H1) show a significant and positive influence of Work-Life Balance on Employee Performance. The path coefficient obtained was 0.449 with a t-statistic value of 6.623. Based on a significance value (p-value) of 0.000 (which is below the alpha threshold < 0.05), H1 is accepted. From the results of the questionnaire, it was found that the indicator of the work-life balance variable that is the strongest in shaping the work-life balance variable based on the factor loading results is the time balance indicator with a value of 0.980. From this result, it can be concluded that according to the employees of PT Pupuk Indonesia (Persero) Regional 2, the most important measure of work-life balance is the ability to manage time to maintain a balance between work matters and family matters. For the employee performance variable, it is known that the strongest factor loading is the quality of output, amounting to 0.953. By achieving time balance, employees can maximize the quality of their work in the workplace.

This study shows that better working hours can improve employee performance in manufacturing companies. If an organization can support flexible working hours, HR professionals need to support teamwork and positive communication, with positive advice, guidance and criticism from team leaders, supervisors and managers, as well as colleagues, which will result in an increased level of well-being in the workplace, which in turn will make them more accountable in completing their job tasks (Panda & Sahoo, 2025).

The Influence of Motivation on Employee Performance (H2)

In the second hypothesis (H2), the results of the analysis indicate that Motivation has a significant and positive influence on Employee Performance. The path coefficient obtained was 0.426 with a t-statistical value of 6.814. With a significance value (p-value) of 0.000 (less than alpha < 0.05), it can be concluded that H2 is acceptable. Based on the questionnaire results, it can be seen that there are indicators that have the most significant influence in forming the work motivation variable, as shown by the factor loading value of the time utilization indicator at 0.967. In the employee performance variable, it is known that the strongest factor loading is the quality of output at 0.953. If employees are motivated to make the most of their working time, then quality work results will be achieved.

This study shows that motivational boosts can improve employee performance. When employee motivation is high, they tend to show greater work ethic, discipline, and perseverance, which results in better quality of work. Some of the factors that effectively drive this motivation include awarding, recognition of achievements, and opportunities for career development (Liaquat et al., 2024).

The Influence of the Work Environment on Employee Performance (H3)

The third hypothesis (H3) test revealed a significant and positive relationship between the Work Environment and Employee Performance. The value of the path coefficient was recorded at 0.235, with a t-statistic of 3.288. Since the significance value (p-value) is 0.001 (less than alpha < 0.05), H3 is accepted. Based on the results of the questionnaire, it can be seen that there are indicators that have a significant influence in shaping the work environment variable, as shown by the factor loading value of the time utilization indicator of 0.978. In the employee performance variable, it is known that the strongest factor loading is the quality of output at 0.953. If a good work environment can be managed and optimally improved, it will have a positive impact on increasing employee performance.

This study shows that the work environment can improve the performance of a company's employees. A supportive work environment that can encourage employee performance is the work results that achieve individuals in carrying out their duties, measured in quality, quantity, and work attitudes. (Hidayat & Tedi, 2023).

6. Conclusion

The results of the data analysis showed a significant positive influence of Work-Life Balance (WLB) based on a significance value (p-value) of 0.000 (which is below the threshold of alpha = 0.05), Motivation with a significance value (p-value) of 0.000 (less than alpha = 0.05), and Work Environment on Employee Performance of PT Pupuk Indonesia (Persero) Regional Sales Support Office 2. Work-life balance and work environment with a significance value (p-value) of 0.001 (less than alpha = 0.05) have a more dominant influence (higher beta coefficient) compared to motivation in influencing performance. Therefore, companies are encouraged to maintain and improve work-life balance (WLB) and create a conducive work

environment. A supportive work environment and optimal WLB have the potential to foster motivation, provide a sense of security, and allow employees to work at their best.

Limitation study

This research has limitations, among others, because it was only conducted on employees of PT Pupuk Indonesia (Persero) Regional 2 so that the results cannot be generalized to other companies. In addition, only three variables are used that affect employee performance.

Suggestions

As input, the researcher provided several recommendations. Companies need to ensure that the workload in each division has been adjusted to their respective capacities so that performance becomes more efficient and can reduce the need for employee overtime, in addition, management is advised to provide additional training or education related to effective and efficient work methods so that working time can be used optimally. The integration of these three aspects in the human resource management strategy and periodic performance evaluations is expected to increase productivity, employee loyalty, and the achievement of company targets in a sustainable manner. Management also needs to conduct regular competition assessments so that employees continue to develop their abilities and be able to produce work outputs that meet the Company's standards.

References

- Adiguzel, Z., & Sonmez Cakir, F. (2022). Examining the effects of strategic orientation and motivation on performance and innovation in the production sector of automobile spare parts. *European Journal of Management Studies*, 27(2), 131–153. <https://doi.org/10.1108/ejms-01-2022-0007>
- Aisyah, C., Suryaningsih, A., & Putri, D. A. (2023). The effect of work life balance on employee performance in manufacture companies (case study at PT. Gemilang Mitra Sejahtera). *Journal of Contemporary Administration and Management (ADMAN)*, 1(1), 26–33. <https://doi.org/10.61100/adman.v1i1.19>
- Akinwale, O. E., & George, O. J. (2025). Work environment and job satisfaction among nurses in government tertiary hospitals in Nigeria. *Rajagiri Management Journal*, 14(1), 71–92. <https://doi.org/10.1108/RAMJ-01-2020-0002>
- Amara, D., Sari, N., Wahyono, T., & Malikhah, I. (2024). Analysis of work-life balance, organizational culture, and work motivation on employee performance at PT Perkebunan Nusantara IV Medan. *International Journal of Management and Economic Applications*, 2(2), 2131–2145. <https://doi.org/10.61306/ijmea.v2i2.225>
- Anxo, D., & Ericson, T. (2025). Senior citizens' intrinsic and extrinsic work motivation. *International Journal of Manpower*, 44(9), 216–236. <https://doi.org/10.1108/IJM-12-2022-0578>
- Ardianto, R. E., & Nurjanah, R. (2023). The influence of motivation, work discipline, and work environment on employee performance. *Jurnal Ekonomi*, 12(1). <http://ejournal.seaninstitute.or.id/index.php/Ekonomi>
- Badrianto, Y., & Ekhsan, M. (2021). Pengaruh work-life balance terhadap kinerja karyawan yang dimediasi komitmen organisasi. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 4(2), 951–962. <https://doi.org/10.36778/jesya.v4i2.460>
- Dharma, Y. (2025). The effect of work motivation on employee performance with organizational citizenship behavior as an intervening variable at Bank Aceh Syariah. *Emerald Publishing Proceedings*, 1, 7–12. <https://doi.org/10.1108/978-1-78756-793-1-00065>
- Erwina, E., Nurjannah, N., Nurimansja, R. A., & Amri, A. (2024). The role of work-life balance and human resource development on employee performance. *Jurnal Ekonomi Pembangunan STIE Muhammadiyah Palopo*, 10(1), 226. <https://doi.org/10.35906/jep.v10i1.1994>
- Gizli Tabaklar, B., & Erbaş, İ. (2023). The effect of motivational tools on the productivity of staff architects in developing countries: The case of Turkey. *Journal of Asian Architecture and Building Engineering*. <https://doi.org/10.1080/13467581.2023.2278884>
- Hidayat, R., & Tedi, T. (2023). The influence of work motivation and work environment on employee productivity and its implications for employee performance at PT Fukusuke Kogyo Indonesia. *Strategic Management Business Journal*, 3(1), 182–188. <https://doi.org/10.55751/smbj.v3i01.69>
- Intan Nur Hovifa, R., & P. (2023). Pengaruh disiplin kerja dan lingkungan kerja terhadap kinerja karyawan pada PT Pupuk Indonesia Logistik Jakarta. *Sammajiva*, 1(3), 88–100. <https://doi.org/10.47861/sammajiva.v1i3.348>
- Juli, V. N. (2025). Pengaruh work life balance dan job burnout terhadap employee performance dimoderasi oleh employee engagement pada analisis laboratorium wanita di Jabodetabek.
- Kazmi, S. W., & Javaid, S. T. (2025). Antecedents of organizational identification: Implications for employee performance. *RAUSP Management Journal*, 57(2), 111–130. <https://doi.org/10.1108/RAUSP-02-2020-0017>
- Liaquat, M., Ahmed, G., Ismail, H., Ul Ain, Q., Irshad, S., Sadaf Izhar, S., & Tariq Mughal, M. (2024). Impact of motivational factors and green behaviors on employee environmental performance. *Research in Globalization*, 8, 100180. <https://doi.org/10.1016/j.resglo.2023.100180>
- Maharani, T. (2023). Pengaruh work life balance dan lingkungan kerja terhadap kinerja karyawan pada PT Daido Indonesia Manufacturing. *Jurnal Ekonomi Manajemen Sistem Informasi*, 6(1), 400–410. <https://doi.org/10.38035/jemsi.v6i1.3029>
- Manfa'aturrohmanah, F. N., & Muhdiyanto. (2023). Peran work life balance dan motivasi kerja terhadap kinerja karyawan dengan organizational citizenship behavior sebagai variabel mediasi. *Business and Economics Conference in Utilization of Modern Technology*, 6(8), 439–454.

- Mardiani, I. N., & Widiyanto, A. (2021). Pengaruh work-life balance, lingkungan kerja, dan kompensasi terhadap kinerja karyawan PT Gunanusa Eramandiri. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 4(2), 985–993. <https://doi.org/10.36778/jesya.v4i2.456>
- Nwagbara, U. (2020). Institutions and organisational work-life balance (WLB) policies and practices. *Journal of Work-Applied Management*, 12(1), 42–54. <https://doi.org/10.1108/jwam-11-2019-0035>
- Opatrn, Z. (2025). Work-life balance policies and organizational financial performance: A scoping review. *Employee Relations*, 45(7), 103–120. <https://doi.org/10.1108/ER-09-2022-0417>
- Opoku, F. K., Kwao, I. T., & Johnson, A.-P. (2022). Human resource policies and work-life balance in higher education: Employee engagement as mediator. *SA Journal of Human Resource Management*, 20, 1–13. <https://doi.org/10.4102/sajhrm.v20i0.1939>
- Panda, A., & Sahoo, C. K. (2025). Work-life balance, retention of professionals, and psychological empowerment: An empirical validation. *European Journal of Management Studies*, 26(2), 103–123. <https://doi.org/10.1108/EJMS-12-2020-0003>
- Rahmawati, G., Oktaviani, D., Miftahuddin, M., Rohmawan, S., & Pratiwi, R. (2021). Peran work-life balance dan motivasi ekstrinsik terhadap kinerja karyawan perempuan. *E-Prosiding SENMAS STIE Semarang*, 2(1), 1–9.
- Reza, M., Nurdasila, & Hafasnuddin. (2021). The effect of leadership style and work environment on motivation and its implication on employee performance. *International Journal of Business Management and Economic Review*, 4(4), 92–100. <https://doi.org/10.35409/ijbmer.2021.3285>
- Rusilowati, U. (2021). An analysis of employee views and the effectiveness of implementing flexible work arrangements in improving work-life balance. *International Journal of Artificial Intelligence Research*, 6(1). <https://doi.org/10.29099/ijair.v6i1.300>
- Ruth Elisabet Rosemary, E. S., & Hutapea, G. T. (2023). The influence of workload and work motivation on employee performance at PT Tugu Reasuransi Indonesia. *Fundamental Management Journal*, 8(1), 90–109. <https://doi.org/10.33541/fjm.v8i1p.4786>
- Saputra, R. D. (2022). Pengaruh work life balance, motivasi kerja, dan kompensasi terhadap loyalitas kerja karyawan.
- Shanker, A., & Kaushal, S. K. (2022). Workers' work-life balance should be a human resource priority. *Management Insight*, 18(1). <https://doi.org/10.21844/mijia.18.1.7>
- Sibarani, A. T. (2023). Pengaruh work life balance terhadap motivasi kerja pegawai dinas perhubungan Kabupaten Bintan.
- Siwalankerto. (2020). Pengaruh work life balance dan beban kerja terhadap motivasi kerja. *Agora*, 8(1), 1–6.
- T, M. (2020). Peran work-life balance dan kepuasan kerja terhadap kinerja karyawan milenial: Studi literatur. *Jurnal Ilmu Manajemen*, 606–620.
- Untajana, P. P., & Kopong, A. (2024). Innovative human resource practices to improve work-life balance and talent retention. *IJMSIT*, 4, 471–481. <https://doi.org/10.35870/ijmsit.v4i2.3252>
- Vinzi, E. (2013). Partial least squares structural equation modeling: Rigorous applications, better results and higher acceptance. *Long Range Planning*, 46, 1–12. <https://doi.org/10.1016/j.lrp.2013.01.001>
- Wisata, P. L. M. (2019). Company profile.
- Wismawan, M. H., & Luturlean, B. S. (2022). Pengaruh work-life balance dan motivasi kerja terhadap kinerja karyawan PT Bank X. *E-Proceeding of Management*, 9(2), 887–892.