

## Advances in Human Resource Management Research

This Work is Licensed under a Creative Commons Attribution 4.0 International License



# Intrinsic Motivation as a Mediator of the Effects of Work-Life Balance, Work Environment, and Work Discipline on Public Sector Employee Performance

Duta Mustajab <sup>✉</sup> Abdul Rasyid <sup>2</sup> Novi Darmayanti <sup>3</sup>

<sup>✉</sup> Universitas Yapis Papua, Jayapura, Indonesia

<sup>2</sup> Universitas Yapis Papua, Jayapura, Indonesia

<sup>3</sup> Universitas Islam Darul 'Ulum, Lamongan, Indonesia

Received: 2025-06-28 Accepted: 2025-09-02

Available online: 2025-09-30

Corresponding author. Duta Mustajab

<sup>✉</sup> [dutamustajabdprp@gmail.com](mailto:dutamustajabdprp@gmail.com)

KEYWORDS	ABSTRACT
<p><b>Keywords:</b> work-life balance; work environment; work discipline; intrinsic motivation; employee performance; public sector.</p> <p><b>Conflict of Interest Statement:</b> The author(s) declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.</p> <p><b>Copyright © 2025 AHRMR. All rights reserved.</b></p>	<p><b>Purpose:</b> This study aims to analyze the influence of work-life balance, work environment, and work discipline on employee performance in public-sector organizations, and to examine the role of intrinsic motivation as a mediating variable in the relationships among these variables.</p> <p><b>Research Design and Methodology:</b> This study employs a quantitative, associative design. Data was collected through a structured questionnaire distributed to employees at 40 Regional Government Agencies (OPDs) in Papua Province, with a total of 109 respondents. Data analysis was conducted using Structural Equation Modeling-Partial Least Squares (SEM-PLS) to test the direct and indirect effects between variables</p> <p><b>Findings and Discussion:</b> The results of the study indicate that work-life balance, work discipline, and intrinsic motivation have a direct and significant effect on employee performance; the work environment has a significant effect on intrinsic motivation; and intrinsic motivation was found to partially mediate the relationship between the work environment and employee performance, but does not mediate the effects of work-life balance and work discipline on performance. These findings suggest that employee performance is more influenced by internal motivational processes that are shaped by the work environment.</p> <p><b>Implications:</b> This study makes a theoretical and practical contribution by emphasizing the importance of intrinsic motivation as a psychological mechanism for improving employee performance. In practical terms, public sector organizations need to create a conducive work environment and strengthen strategies to enhance intrinsic motivation, thereby boosting employee performance, particularly in regions with unique characteristics, such as Papua Province.</p>

## Introduction

Public sector employee performance is a key indicator of the effectiveness of government governance and the quality of public services. Globally, various reports indicate that employee engagement remains relatively low. A Gallup report (2023) notes that only about 23% of workers worldwide are truly engaged, while the rest are either disengaged or actively disengaged, which directly contributes to low productivity and poor performance quality in public organizations (Gallup, 2025). Increasing work demands, following digital transformation and shifts in global work patterns,

have further intensified work-related stress, thereby worsening work-life balance. Within public organizations, the work-life balance has become a primary factor in declining employee performance.

At the national level in Indonesia, public-sector employee performance poses a significant challenge. Various performance evaluation reports on Civil Servants (ASN) issued by the Ministry of State Apparatus Empowerment and Bureaucratic Reform indicate that a gap persists between organizational performance targets and actual achievements on the ground. Results from a national survey on public satisfaction with public services indicate that the quality of government services has not yet reached the expected level, reflecting underlying issues in public sector performance. Various factors contributing to this situation include inconsistent work discipline, an unsupportive work environment, and an imbalance between work and life—factors frequently linked to low employee performance (Annisa & Hastasari, 2025; Febriyanti et al., 2023; Wahyudin et al., 2025).

In a local context, Papua Province presents a more complex situation compared to other regions in Indonesia. According to data from the Central Statistics Agency (BPS), human development levels and the quality of public services in Papua remain below the national average, influenced in part by limited civil service capacity, restricted access, inadequate transportation infrastructure, and geographically remote conditions—all of which contribute to low performance effectiveness across various Regional Government Agencies (BPS, 2024). Empirical research indicates that work discipline and the work environment are dominant factors influencing employee performance in Papua. This situation illustrates that Papua serves as a tangible representation of the gap between public service demands and government officials' capacity to perform.

Empirical evidence indicates a significant research gap in understanding the relationships among Work-Life Balance, work environment, work discipline, and employee performance. Several studies suggest that Work-Life Balance has a direct impact on employee performance; however, other research finds that this influence is indirect, mediated through variables such as intrinsic motivation or job satisfaction. Similar inconsistencies exist regarding work environment and work discipline variables; some studies show a direct impact on performance, while others assert that such effects do not directly impact performance but depend on psychological mechanisms such as motivation and work engagement.

These research discrepancies indicate that the relationships between variables are not merely linear but also involve intervening variables that have not yet been thoroughly explored, particularly in the public-sector context. Within the framework of performance improvement, intrinsic motivation is a key variable that helps explain how work conditions translate into performance. According to Self-Determination Theory, intrinsic motivation arises from an individual's internal drive to satisfy the needs for autonomy, competence, and relatedness. Individuals with high intrinsic motivation tend to demonstrate higher levels of work engagement, greater adaptability to change, and the ability to maintain performance even under challenging work conditions. Previous research indicates that intrinsic motivation significantly impacts employee performance and serves as a bridge between organizational factors and performance outcomes. Intrinsic motivation can function as an independent factor and as an internal mechanism that determines the quality of employee performance.

The mediation approach aims to explain the causal mechanism through which organizational factors—Work-Life Balance, work environment, and work discipline—are internalized into intrinsic motivation that influences employee performance, rather than merely strengthening or weakening the relationship between variables in a moderation approach. The mediation approach provides a deeper understanding compared to moderation, as it explains how independent variables influence dependent variables through intervening variables. In this study, intrinsic motivation serves as the psychological mechanism explaining how these variables influence employee performance. The use of intrinsic motivation as a mediator in this study makes a stronger contribution to the development of human resource management theory and practice.

Intrinsic motivation is appropriately positioned as a mediating variable because it bridges the relationship between external organizational factors and individual internal responses. From the perspective of the Job Demands-Resources Theory, work resources such as a conducive work environment and a good work-life balance will enhance individual motivation, leading to improved performance. From the perspective of the Social Exchange Theory, employees will respond positively

to favorable working conditions by increasing their motivation and performance as a form of reciprocity toward the organization. The integration of these two perspectives reinforces the argument that intrinsic motivation is a relevant and strategic mediating variable.

The urgency of this research is further underscored by the selection of the Province of Papua as the study's subject. Papua possesses unique characteristics—geographically, socially, and institutionally—thereby necessitating a more contextual human resource management approach to improve public sector performance. The limitations of previous research that specifically examined the relationship between Work-Life Balance, work environment, work discipline, and intrinsic motivation in the context of Papua indicate that there is still a wide-open research space. This study is expected to make significant empirical contributions to understanding the factors that influence the performance of public-sector employees in regions with structural limitations.

Conceptually, this study integrates the Job Demands-Resources Theory as the grand theory, the Self-Determination Theory as the foundation for intrinsic motivation, and the Social Exchange Theory as the perspective on the reciprocal relationship between the organization and the individual. The integration of these three theories provides a comprehensive analytical framework for explaining the relationships among Work-Life Balance, work environment, work discipline, intrinsic motivation, and employee performance, particularly by showing how work resources and organizational conditions are internalized as motivational drivers that affect performance.

The novelty of this study lies in simultaneously testing the effects of Work-Life Balance, work environment, and work discipline on public-sector employee performance, with intrinsic motivation as the primary mediating variable. This study integrates Job Demands-Resources Theory, Self-Determination Theory, and Social Exchange Theory into a single unified analytical framework to explain the mechanisms underlying the relationship between organizational factors and employee performance. In the context of organizations with unique characteristics—such as limited infrastructure, geographically remote locations, and socio-cultural diversity—that influence the work dynamics of public servants, this study offers a mechanism-based approach to explain inconsistencies in previous public-sector research findings. This study is expected to provide both theoretical and practical contributions. Theoretically, this study expands understanding of the motivational mechanisms that enhance public-sector employees' performance. Practically, the findings can serve as a foundation for local governments to formulate policies that enhance intrinsic motivation, improve the work environment, and strengthen work discipline, thereby achieving optimal employee performance.

## Literature Review

### *Job Demands-Resources Theory (JD-R)*

Job Demands-Resources Theory explains that employee performance is influenced by the balance between job demands and job resources, which operates through two main mechanisms: the health impairment process and the motivational process. High job demands, such as workload and time pressure, can deplete energy and trigger fatigue. In contrast, the availability of job resources—such as organizational support, a conducive work environment, and work-life balance—enhances motivation and work engagement. The balance between demands and resources is a key factor in determining an individual's psychological state and performance. In its theoretical development, the Job Demands-Resources Theory integrates personal resources as internal factors that strengthen an individual's ability to cope with work stress, such as motivation and work discipline. In this study, the work environment and Work-Life Balance are positioned as job resources, while work discipline and intrinsic motivation serve as personal resources that drive the motivational process. The interaction between these two types of resources enables employees to manage job demands more effectively, thereby increasing work engagement and positively impacting performance.

### *Self-Determination Theory (SDT)*

Self-Determination Theory emphasizes that the quality of an individual's motivation, particularly intrinsic motivation, is determined by the fulfillment of three basic psychological needs: autonomy, competence, and relatedness. When these needs are met, individuals are motivated to work

autonomously, demonstrate greater commitment, and maintain consistent performance. Conversely, an organization's inability to meet these psychological needs can reduce motivation, increase work-related stress, and negatively impact employee performance. In public organizations, a work environment that supports autonomy, provides constructive feedback, and fosters positive interpersonal relationships has been shown to enhance intrinsic motivation and work engagement. In this study, Work-Life Balance contributes to fulfilling the need for autonomy; the work environment supports relatedness and competence, while work discipline reflects self-regulation stemming from autonomous motivation. Thus, Self-Determination Theory provides a conceptual foundation for explaining how work conditions are internalized into psychological drives that contribute to improved employee performance.

#### *Social Exchange Theory (SET)*

Social Exchange Theory explains that the relationship between employees and organizations is built on the principle of reciprocal exchange based on trust, support, and fairness. In the workplace, employees evaluate how the organization treats them and tend to respond positively when they feel valued and supported. Strong organizational support fosters increased commitment, loyalty, and performance as a form of reciprocity for the treatment received. An imbalance in social exchange can trigger negative responses such as decreased motivation, low work engagement, and even declining performance. In this study, a conducive work environment and Work-Life Balance policies are viewed as forms of the organization's social investment in its employees. When this balance is perceived positively, employees will respond through increased discipline, intrinsic motivation, and work commitment, thereby resulting in more optimal and sustainable performance.

#### *Employee Performance*

Employee performance refers to work outcomes that reflect an individual's contribution to achieving organizational goals, as measured by the quality, quantity, timeliness, and accountability in task execution. Performance is influenced by an individual's technical abilities and psychological factors such as motivation and job satisfaction, as well as contextual factors such as the work environment and organizational support. In modern organizational management, performance is viewed as a multidimensional construct that reflects the interaction between individual competencies, working conditions, and the quality of interpersonal relationships within the organization, making it a key indicator of organizational effectiveness and productivity.

#### *Work-Life Balance*

Work-Life Balance refers to an individual's ability to manage and harmoniously balance the demands of work with their personal life, thereby minimizing role conflict and maintaining psychological well-being. From a modern organizational perspective, Work-Life Balance is viewed as both an issue of individual well-being and a strategic factor influencing employee engagement, satisfaction, and performance. An imbalance between work and personal life can trigger stress, burnout, and reduced productivity, whereas a good balance can enhance focus, emotional stability, and the quality of decision-making. Within the framework of the Job Demands-Resources Theory, Work-Life Balance functions as a job resource that helps individuals manage work-related stress more effectively. From the perspective of Self-Determination Theory, work-life balance also supports the fulfillment of autonomy and psychological well-being needs, thereby strengthening intrinsic motivation and improving performance.

#### *Work Environment*

The work environment encompasses the physical and non-physical conditions that influence employees' performance, including workplace facilities, spatial layout, interpersonal relationships, and organizational climate. The work environment serves as both an operational support factor and a psychological stimulus, influencing employees' perceptions, comfort, and work behavior. From an organizational behavior perspective, a conducive work environment can enhance a sense of security, strengthen social interactions, and encourage employee engagement and collaboration. Conversely,

an unsupportive work environment can trigger stress, reduce job satisfaction, and hinder individual performance. The work environment is a strategic factor that influences performance both directly and through psychological mechanisms, such as increased intrinsic motivation and work engagement, thereby contributing to optimal, sustainable performance.

#### *Work Discipline*

Work discipline refers to employees' attitudes and behaviors that demonstrate compliance with the rules, procedures, and work standards established by the organization, as shown by punctuality, consistency, responsibility, and adherence to assigned tasks. From an organizational behavior perspective, work discipline serves as both a control mechanism and a form of self-regulation, ensuring stability and order in work execution. Employees with a high level of discipline tend to have stronger work commitment, minimize errors, and maintain consistent performance over the long term. Work discipline directly impacts operational effectiveness and helps shape a productive, performance-oriented work culture.

#### *Intrinsic Motivation*

Intrinsic motivation is a psychological force that drives individuals to initiate, direct, and sustain work behavior in order to achieve organizational goals. Motivation is influenced by external factors such as rewards, incentives, and organizational support, as well as internal factors, namely intrinsic drives stemming from the need for achievement, recognition, and self-actualization. From the perspective of Self-Determination Theory, intrinsic motivation is the strongest form of motivation because it is driven by personal satisfaction and the meaning of work, rather than merely external pressure. Employees with high intrinsic motivation tend to demonstrate greater work engagement, higher creativity, and better resilience to work-related stress. Intrinsic motivation serves as a primary determinant of performance and as a psychological mechanism that mediates the influence of organizational factors on employee behavior and work outcomes.

## **Research Design and Methodology**

This study employs a quantitative, associative design to analyze the causal relationships among Work-Life Balance, the work environment, and work discipline on employee performance, both directly and indirectly through intrinsic motivation as a mediating variable. The study sample comprises 40 Regional Government Agencies (OPDs) in Papua Province, with each OPD represented by three respondents, resulting in a total population of 120 employees. The sampling technique used is purposive sampling, guided by specific criteria relevant to the research objectives. Data were collected via a structured questionnaire with Likert-scale responses, supplemented by secondary data to strengthen the validity of the findings. Of the total questionnaires distributed, 109 respondents met the criteria and were included in the research analysis. Data analysis was conducted using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method with SmartPLS version 4, selected for its ability to test complex structural relationships and mediation models with relatively small sample sizes. The analysis stages included an evaluation of the measurement model (outer model) to test the validity and reliability of the constructs through outer loadings, average variance extracted (AVE), the Fornell-Larcker criterion, the heterotrait-monotrait ratio (HTMT), Cronbach's Alpha, and Composite Reliability. The structural model (inner model) was evaluated by assessing multicollinearity (variance inflation factor / VIF), the coefficient of determination ( $R^2$ ), and the significance of paths using bootstrapping to test hypotheses. The mediation effect was tested using an indirect effect analysis, ensuring that the research results are valid, reliable, and highly credible.

## **Findings and Discussion**

### **Findings**

#### *Evaluation of the Measurement Model (Outer Model)*

Before evaluating the measurement model (outer model), the initial step in SEM-PLS analysis is to select indicators that do not meet the criteria for convergent validity. Based on the results of the

preliminary test, some indicators had outer loadings below the required minimum threshold, indicating they were unable to represent the construct optimally. In this study, the DK\_1 indicator for the Work Discipline variable and the MI\_2 indicator for the Intrinsic Motivation variable were eliminated from the model because they did not meet the criteria for convergent validity. The elimination of indicators aims to improve the quality of the measurement model by ensuring that each indicator used is truly capable of adequately explaining the latent variable. Removing indicators with low loading values can also improve the Average Variance Extracted (AVE) and Composite Reliability, thereby making the construct more valid and reliable, and ensuring that the analysis results obtained are more accurate, stable, and scientifically accountable.

#### *Loading Factor (LF) Test Results*

The results of the measurement model evaluation (outer model) indicate that all indicators used in this study meet the criteria for convergent validity. The outer loading values for each indicator exceeded the minimum threshold of 0.60, and most exceeded the ideal value of 0.70. For the Employee Performance variable, all indicators had factor loadings ranging from 0.679 to 0.904, indicating that the indicators represented the construct well. Similarly, for the Work-Life Balance and Work Environment variables, all indicators had factor loadings above 0.70. However, a few were near the minimum threshold, such as LK\_5 (0.643), which is still acceptable for exploratory research. For the Work Discipline variable, all indicators have outer loadings ranging from 0.689 to 0.843, indicating good validity in explaining the construct. For the Intrinsic Motivation variable, most indicators have high loadings (above 0.70), except for MI\_1, which has a loading of 0.607 and remains within an acceptable tolerance range. These results indicate that the indicators in this study meet the criteria for convergent validity and are suitable for further analysis. The results of the construct reliability testing also show that all variables have Cronbach's Alpha and Composite Reliability values above 0.70, as well as Average Variance Extracted (AVE) values above 0.50; thus, they can be deemed reliable and valid. The measurement model in this study has met all the criteria required for SEM-PLS, allowing it to proceed to the structural model evaluation stage (inner model). The results of the outer factor loading test in Table 1 are as follows:

**Table 1.** Results of the Outer Loading Test

Variable	Indicator	Loading	Description
Employee Performance	KP_1	0.679	Valid
	KP_2	0.792	Valid
	KP_3	0.904	Valid
	KP_4	0.825	Valid
	KP_5	0.798	Valid
	KP_6	0.854	Valid
	KP_7	0.761	Valid
	KP_8	0.711	Valid
Work-Life Balance	WLB_1	0.778	Valid
	WLB_2	0.854	Valid
	WLB_3	0.721	Valid
	WLB_4	0.848	Valid
	WLB_5	0.781	Valid
	WLB_6	0.816	Valid
Work Environment	LK_1	0.863	Valid
	LK_2	0.834	Valid
	LK_3	0.802	Valid
	LK_4	0.680	Valid
	LK_5	0.643	Valid
	LK_6	0.783	Valid
Work Discipline	DK_2	0.689	Valid
	DK_3	0.793	Valid
	DK_4	0.815	Valid
	DK_5	0.708	Valid
	DK_6	0.807	Valid
	DK_7	0.757	Valid
	DK_8	0.843	Valid
	DK_1	0.607	Valid
Intrinsic Motivation	MI_1	0.607	Valid
	MI_3	0.791	Valid
	MI_4	0.840	Valid
	MI_5	0.801	Valid
	MI_2	0.607	Valid

Source: SmartPLS data analysis results (2025)

*Results of Cronbach’s Alpha, Composite Reliability, and AVE Tests*

The results of the reliability and construct validity tests in the SEM-PLS model indicate that all variables in this study met the required criteria; the Cronbach’s Alpha and Composite Reliability values for each construct were above 0.70, indicating good internal consistency and reliability, and the Average Variance Extracted (AVE) values were above 0.50, indicating that the constructs can explain more than 50% of the variance in their indicators, thereby meeting the criteria for convergent validity. The results of the Cronbach’s Alpha, Composite Reliability, and AVE tests are presented in Table 2.

**Table 2.** Results of the Cronbach’s Alpha, Composite Reliability, and AVE Tests

Variable	Cronbach’s Alpha	Composite Reliability	AVE
Work Discipline	0.888	0.913	0.601
Employee Performance	0.915	0.931	0.630
Work Environment	0.863	0.897	0.596
Intrinsic Motivation	0.758	0.848	0.586
<i>Work-Life Balance</i>	0.888	0.915	0.642

Source: SmartPLS data analysis results (2025)

The results of the construct reliability and validity tests indicate that all variables in this study met the criteria required in SEM-PLS. The Cronbach’s Alpha values for each variable were above 0.70: Work Discipline (0.888), Employee Performance (0.915), Work Environment (0.863), Intrinsic Motivation (0.758), and Work-Life Balance (0.888), indicating that all constructs exhibit good internal consistency. The Composite Reliability values for all variables were above 0.70, namely Work Discipline (0.913), Employee Performance (0.931), Work Environment (0.897), Intrinsic Motivation (0.848), and Work-Life Balance (0.915), indicating that the indicators used are capable of consistently measuring the same construct. The Average Variance Extracted (AVE) values for all variables are above 0.50, namely Work Discipline (0.601), Employee Performance (0.630), Work Environment (0.596), Intrinsic Motivation (0.586), and Work-Life Balance (0.642), indicating that each construct explains more than 50% of the variance in its respective indicators. All variables in this study demonstrated good convergent validity and reliability, making them suitable for use in structural model analysis (inner model) according to SEM-PLS evaluation criteria.

*Fornell-Larcker Test Results*

The results of the discriminant validity test using the Fornell-Larcker criteria in Table 3 show that all constructs in this study met the required criteria. The AVE (diagonal) values for each variable were greater than the correlations between the other constructs. The diagonal values for Work Discipline (0.775), Employee Performance (0.793), Work Environment (0.772), Intrinsic Motivation (0.765), and Work-Life Balance (0.801) are each higher than the relationships between variables, indicating that each construct is capable of distinguishing itself from other constructs. Based on the results of the Fornell-Larcker test, all constructs in this study generally met the criteria for discriminant validity. It can therefore proceed to the next phase of model testing.

**Table 3.** Results of the Fornell-Larcker Criterion Test

	DP	KP	LK	MI	WLB
Work Discipline (DP)	0.775				
Employee Performance (KP)	0.757	0.793			
Work Environment (LK)	0.671	0.710	0.772		
Intrinsic Motivation (MI)	0.748	0.696	0.836	0.765	
<i>Work-Life Balance (WLB)</i>	0.719	0.762	0.733	0.708	0.801

Source: SmartPLS data analysis results (2025)

*Results of the Heterotrait-Monotrait Ratio (HTMT) Discriminant Validity Test*

The results of the discriminant validity test using the Heterotrait-Monotrait Ratio (HTMT) method indicate that all HTMT values between constructs in this study are below the maximum threshold of 0.90, thus meeting the criteria for discriminant validity. The HTMT values between variables, such as Work Discipline and Employee Performance (0.830), Work Environment (0.759), Intrinsic Motivation (0.784), and Work-Life Balance (0.801), as well as relationships between other variables such as

Employee Performance and Work Environment (0.832) and Intrinsic Motivation (0.836), remain within acceptable limits. The highest values were observed in the relationships between Work Environment and Intrinsic Motivation (0.863) and between Work-Life Balance and Intrinsic Motivation (0.859). Based on the HTMT test results, all constructs in this research model adequately distinguished themselves from one another, indicating good discriminant validity. The results of the Discriminant Validity Heterotrait Monotrait Ratio (HTMT) test are presented in Table 4 below:

**Table 4.** Results of the HTMT Discriminant Validity Test

	DP	KP	LK	MI	WLB
Work Discipline (DP)					
Employee Performance (KP)	0.830				
Work Environment (LK)	0.759	0.832			
Intrinsic Motivation (MI)	0.784	0.836	0.863		
Work-Life Balance (WLB)	0.801	0.835	0.831	0.859	

Source: SmartPLS data analysis results (2025)

*Results of the Discriminant Cross-Loading Validity Test*

The results of the cross-loading test indicate that all indicators in this study have the highest loadings on their respective constructs compared to other constructs. This is evident in the indicators for Work Discipline (e.g., DK\_8 = 0.843), Employee Performance (KP\_3 = 0.904), Work Environment (LK\_1 = 0.863), Intrinsic Motivation (MI\_4 = 0.840), and Work-Life Balance (WLB\_2 = 0.854), all of which are higher than their correlation values with other variables. This indicates that each indicator adequately represents its respective construct. Thus, based on the cross-loading test, all variables in this study meet the criteria for discriminant validity, making the measurement model suitable for proceeding to the structural equation modeling phase.

**Table 5.** Results of the Discriminant Cross-Validity Test

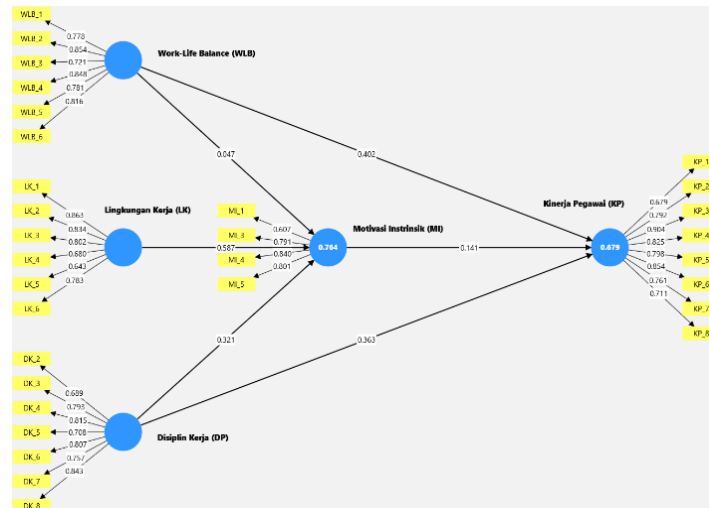
	DP	KP	LK	MI	WLB
DK_2	<b>0.689</b>	0.489	0.453	0.482	0.511
DK_3	<b>0.793</b>	0.581	0.521	0.620	0.514
DK_4	<b>0.815</b>	0.665	0.451	0.532	0.565
DK_5	<b>0.708</b>	0.477	0.497	0.556	0.498
DK_6	<b>0.807</b>	0.598	0.552	0.626	0.585
DK_7	<b>0.757</b>	0.571	0.490	0.545	0.521
DK_8	<b>0.843</b>	0.693	0.654	0.676	0.688
KP_1	0.503	<b>0.679</b>	0.431	0.466	0.524
KP_2	0.622	<b>0.792</b>	0.570	0.607	0.628
KP_3	0.715	<b>0.904</b>	0.680	0.704	0.693
KP_4	0.679	<b>0.825</b>	0.613	0.506	0.656
KP_5	0.538	<b>0.798</b>	0.649	0.569	0.555
KP_6	0.649	<b>0.854</b>	0.609	0.607	0.657
KP_7	0.504	<b>0.761</b>	0.436	0.450	0.566
KP_8	0.551	<b>0.711</b>	0.479	0.469	0.530
LK_1	0.589	0.584	<b>0.863</b>	0.812	0.645
LK_2	0.539	0.539	<b>0.834</b>	0.702	0.579
LK_3	0.532	0.590	<b>0.802</b>	0.667	0.602
LK_4	0.384	0.483	<b>0.680</b>	0.446	0.439
LK_5	0.532	0.570	<b>0.643</b>	0.513	0.549
LK_6	0.512	0.541	<b>0.783</b>	0.644	0.561
MI_1	0.562	0.495	0.390	<b>0.607</b>	0.455
MI_3	0.683	0.536	0.645	<b>0.791</b>	0.583
MI_4	0.500	0.578	0.753	<b>0.840</b>	0.517
MI_5	0.556	0.525	0.726	<b>0.801</b>	0.605
WLB_1	0.491	0.541	0.626	0.563	<b>0.778</b>
WLB_2	0.548	0.579	0.670	0.629	<b>0.854</b>
WLB_3	0.493	0.506	0.481	0.456	<b>0.721</b>
WLB_4	0.659	0.644	0.560	0.536	<b>0.848</b>
WLB_5	0.576	0.603	0.552	0.562	<b>0.781</b>
WLB_6	0.664	0.752	0.622	0.632	<b>0.816</b>

Source: SmartPLS data analysis results (2025)

*Evaluation of Structural Model (Inner Model) Test Results*

Based on the measurement results (outer model), all indicators were found to meet the criteria for validity and reliability. The evaluation of the structural model (inner model) aims to analyze the

relationships among constructs within the research model and to assess the ability of the independent variables to explain the dependent variable. The evaluation of the inner model includes testing path coefficients, assessing their significance using bootstrapping, and evaluating the model's predictive ability as measured by the R-squared ( $R^2$ ) value. This testing accounts for multicollinearity, effect size, and predictive relevance to ensure that the constructed model possesses adequate reliability and explanatory power. The results of the internal model testing provide an empirical picture of the strength of the relationships between variables and the role of mediating variables in the research model. Figure 1 below shows the structural model derived from SEM-PLS analysis.



**Figure 1. Structural model (Inner Model)**  
 Source: SmartPLS data analysis results (2025)

Inner model, or structural model, testing is conducted to examine relationships among constructs, assess significance levels, and evaluate the model's ability to explain the dependent variable. The evaluation of structural models in SEM-PLS includes a multicollinearity test using the Inner VIF value, which must be below the threshold of 5 (or more strictly  $< 3.3$ ), as well as a path significance test using the bootstrapping technique with criteria of a t-statistic  $> 1.96$  and a p-value  $< 0.05$ , and a 95% confidence interval that does not cross zero. Effect size ( $f^2$ ) is used to assess the contribution of each exogenous variable to the endogenous variable, with categories defined as small (0.02), moderate (0.15), and large (0.35). Model quality can be assessed using the  $Q^2$  value, which must be greater than zero to indicate predictive relevance, and the SRMR value ( $\leq 0.08$ ) as an indicator of model goodness of fit.

In Figure 1, the overall structural model of this study indicates that the Intrinsic Motivation (MI) variable has an  $R^2$  value of 0.764, meaning that 76.4% of the variation in intrinsic motivation can be explained by the Work-Life Balance (WLB), Work Environment (LK), and Work Discipline (DP) variables, thus falling into the strong category. The Employee Performance (EP) variable has an  $R^2$  of 0.679, indicating that 67.9% of the variation in employee performance is explained by the Work-Life Balance, Work Environment, Work Discipline, and Intrinsic Motivation variables, which falls into the moderate-to-strong category. Based on the path coefficients in the model, it is found that Work-Life Balance has a direct effect on Employee Performance of 0.402, Work Discipline has an effect of 0.363, and Intrinsic Motivation has an effect of 0.141; regarding the mediating variables, Work Environment influences Intrinsic Motivation by 0.587, Work Discipline by 0.321, and Work-Life Balance by 0.047. This indicates that the Work Environment has the strongest influence on Intrinsic Motivation, whereas Work-Life Balance has a relatively weak influence. The mediation test was conducted by analyzing the indirect effect through the Intrinsic Motivation variable, using the bootstrapping method and a 95% confidence interval. These results can be supplemented with the Upsilon-v effect size to assess the strength of mediation, categorized as low (0.02), moderate (0.075), and high (0.175). Overall, the structural model in this study is validated, has strong explanatory power, and can provide good predictions of employee performance variables.

### Hypothesis Testing Results

Hypothesis testing in this study was conducted using t-statistics and p-values. The research hypothesis is considered accepted if the p-value is < 0.05. The following are the results of the hypothesis testing obtained in this study using an internal structural model:

#### Testing the Hypothesis of the Direct Effect

Direct effect hypothesis testing in SEM-PLS was conducted to assess the direct influence of predictor constructs on endogenous constructs without mediators. After the measurement model was deemed appropriate, the standardized path coefficients ( $\beta$ ) were tested for significance using the bootstrapping procedure. An effect was considered significant if the t-statistic value was > 1.96 or the p-value was < 0.05, with the 95% confidence interval not crossing zero. The  $\beta$  value determines the direction and strength of the effect. At the same time, the magnitude of the contribution is assessed using the effect size ( $f^2$ ), with criteria for small (0.02), moderate (0.15), and large (0.35) effects. Additionally, the validity of the results was ensured by an Inner VIF value < 3.3 to avoid multicollinearity.

**Table 6.** Results of the Path Coefficients and Direct Effect Tests

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P-values
Work-Life Balance (WLB) → Employee Performance (EP)	0.402	0.399	0.096	4,199	0.000
Work Environment (WE) → Employee Performance (EP)	0.141	0.133	0.091	1,550	0.121
Work Discipline (DP) → Employee Performance (KP)	0.363	0.372	0.102	3,565	0.000
Intrinsic Motivation (IM) → Employee Performance (EP)	0.587	0.587	0.065	8,978	0.000

Source: SmartPLS data analysis results (2025)

Based on the results of the statistical hypothesis test for path coefficients and direct effects, the findings are interpreted as follows:

#### The Impact of Work-Life Balance on Employee Performance

The results of the analysis indicate that Work-Life Balance (WLB) has a direct and significant effect on Employee Performance (EP), with a path coefficient of 0.402 and a p-value of 0.000 < 0.05. A t-statistic value of 4.199 (> 1.96) indicates that the effect of Work-Life Balance is statistically significant. These findings indicate that a balance between work and personal life contributes to improving employees' focus, psychological well-being, and productivity. Employees who can maintain a work-life balance tend to have lower stress levels and more optimal performance. Therefore, it can be concluded that hypothesis H1 is accepted.

#### The Impact of the Work Environment on Employee Performance

The results of the analysis indicate that the Work Environment (WE) does not have a significant direct effect on Employee Performance (EP), with a path coefficient of 0.141 and a p-value of 0.121, which is greater than 0.05. A t-statistic value of 1.550 (< 1.96) indicates that the work environment does not have a statistically significant effect, even though there is a positive relationship; this result suggests that the work environment has not yet been able to improve employee performance directly. Therefore, it can be concluded that hypothesis H2 is rejected.

#### The Impact of Work Discipline on Employee Performance

The results of the analysis show that Work Discipline (WD) has a direct and significant effect on Employee Performance (EP), with a path coefficient of 0.363 and a p-value of 0.000 < 0.05. A t-statistic value of 3.565 (> 1.96) indicates that this effect is statistically significant. These findings suggest that increased adherence to rules, consistency in task execution, and a sense of responsibility can drive improvements in employee performance. Work discipline serves as a control mechanism that ensures the stability and effectiveness of work, directly impacting the quality and productivity of employee performance; therefore, Hypothesis H3 is accepted.

*The Effect of Intrinsic Motivation on Employee Performance*

The results of the analysis indicate that Intrinsic Motivation (IM) has a direct and significant effect on Employee Performance (EP), with a path coefficient of 0.587 and a p-value of  $0.000 < 0.05$ . A t-statistic of 8.978 ( $> 1.96$ ) indicates that the effect of intrinsic motivation is highly significant and has the strongest influence among the variables. These findings indicate that internal drivers, such as job satisfaction, a sense of responsibility, and the meaning of work, are key factors in improving employee performance. This confirms that intrinsic motivation is a key determinant of employee engagement and productivity; therefore, Hypothesis H4 is accepted.

*Testing the Hypothesis of an Indirect Effect*

The test for indirect effects in SEM-PLS assesses whether the influence of construct X on Y occurs through mediator M ( $X \rightarrow M \rightarrow Y$ ) by testing the significance of Bindirect via bootstrapping ( $\geq 5,000$  resampling;  $\alpha = 0.05$ ). An effect is considered significant if  $p < 0.05$  and the 95% CI does not cross zero. The type of mediation is determined by comparing the direct and indirect effects: full mediation if only the indirect effect is significant, and partial mediation if both are significant. Based on the tests, intrinsic motivation (MI) acts as a mediator in the relationship between Work-Life Balance (WLB), Work Environment (LK), and Work Discipline (DP) and Employee Performance (KP), with the results of the Path Coefficients Indirect Effect shown in Table 7.

**Table 7.** Results of the Path Coefficients and Indirect Effect Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P-values
Work Discipline (WD) $\rightarrow$ Intrinsic Motivation (IM) $\rightarrow$ Employee Performance (EP)	0.045	0.042	0.031	1,476	0.140
Work Environment (WE) $\rightarrow$ Intrinsic Motivation (IM) $\rightarrow$ Employee Performance (EP)	0.283	0.179	0.155	1,504	0.033
Work-Life Balance (WLB) $\rightarrow$ Intrinsic Motivation (IM) $\rightarrow$ Employee Performance (EP)	0.007	0.006	0.014	0.468	0.640

Source: SmartPLS data analysis results (2025)

*The Effect of Work Discipline on Employee Performance, with Intrinsic Motivation as a Mediator*

The results of the indirect effect test indicate that Work Discipline (WD) does not have a significant effect on Employee Performance (EP) through Intrinsic Motivation (IM), with a path coefficient ( $B$ ) = 0.045 and a p-value =  $0.140 > 0.05$ . A t-statistic value of 1.476 ( $< 1.96$ ) indicates that the mediating effect is not statistically significant. However, the relationship is positive, empirical evidence suggests that Intrinsic Motivation does not mediate the relationship between Work Discipline and Employee Performance. Therefore, it can be concluded that Hypothesis H5 is rejected.

*The Effect of the Work Environment on Employee Performance, with Intrinsic Motivation as a Mediator*

The results of the indirect effect test indicate that the Work Environment (WE) influences Employee Performance (EP) through Intrinsic Motivation (IM), with a path coefficient ( $B$ ) of 0.283 and a p-value of 0.033 ( $< 0.05$ ). The t-statistic value of 1.504 indicates that this mediating effect is not statistically significant ( $p\text{-value} < 0.05$ ). This suggests that Intrinsic Motivation mediates the effect of the Work Environment on Employee Performance, whereby a conducive work environment can enhance employees' intrinsic motivation, thereby improving performance. The role of intrinsic motivation in this relationship can be categorized as partial mediation, given that the previous direct effect was not significant. Thus, it can be concluded that Hypothesis H6 is accepted.

*The Effect of Work-Life Balance on Employee Performance, with Intrinsic Motivation as a Mediator*

The results of the indirect effect test indicate that Work-Life Balance (WLB) does not have a significant effect on Employee Performance (EP) through Intrinsic Motivation (IM), with a path coefficient ( $B$ ) = 0.007 and a p-value =  $0.640 > 0.05$ . A t-statistic of 0.468 ( $< 1.96$ ) indicates that the mediating effect is very weak and insignificant; these findings suggest that Intrinsic Motivation does

not mediate the relationship between Work-Life Balance and Employee Performance. Therefore, it can be concluded that Hypothesis H7 is rejected.

## **Discussion**

### *The Impact of Work-Life Balance on Employee Performance*

The test results indicate that Work-Life Balance has a proven positive and significant impact on employee performance. The findings of this study show that the balance between work and personal life serves as a strategic factor in improving the quality of task execution, work effectiveness, and employee productivity within Regional Government Agencies in Papua Province. Employees who can maintain a work-life balance tend to have lower stress levels, more stable psychological states, and optimal work focus, which directly improves both individual and organizational performance.

Theoretically, these findings align with Job Demands-Resources Theory, which posits that Work-Life Balance is a key job resource that can reduce work-related stress and enhance psychological well-being, thereby improving performance. From the perspective of Self-Determination Theory, work-life balance supports the fulfillment of autonomy and psychological well-being needs, thereby strengthening intrinsic motivation and driving performance improvement. This study supports research indicating that work-life balance positively affects employee performance, underscoring its importance for productivity and employee well-being. Several studies indicate that Work-Life Balance does not always have a significant impact on performance when consistent organizational policies, an adaptive work culture, and adequate work flexibility are not in place to support it. The implications of this research emphasize the importance of designing organizational policies that support work-life balance, such as flexible working hours, balanced workloads, and organizational psychological support. This approach is expected to ensure that work-life balance contributes to improving employee well-being, thereby having a tangible impact on sustainable performance improvement within the provincial government agencies of Papua.

### *The Impact of the Work Environment on Employee Performance*

Based on the test results, the work environment does not significantly affect employee performance. The results of this study indicate that work environment conditions, both physical and non-physical, have not directly improved task quality, work effectiveness, or employee productivity in Regional Government Agencies in Papua Province. Although the relationship shown is positive, the results of this study suggest that a good work environment does not necessarily lead to improved performance if individual factors, such as intrinsic motivation or work engagement, do not accompany it.

Theoretically, these findings offer an interesting perspective within the framework of the Job Demands-Resources Theory, where the work environment, as a job resource, does not directly influence performance but often operates through specific psychological mechanisms, such as increased intrinsic motivation or job satisfaction. From the perspective of Self-Determination Theory, a conducive work environment will impact performance if it can meet individuals' basic psychological needs, such as autonomy, competence, and social relatedness. The results of this study indicate that the influence of the work environment on performance is indirect and depends on the individual's internalization process. These findings are supported by several studies showing that the work environment does not always significantly affect employee performance unless other factors, such as motivation, leadership, and performance management systems, support it. Some studies have even found that the work environment has a weak or insignificant influence on performance in public-sector organizations characterized by strong bureaucratic and structural traits. The implications of this research emphasize that improving the work environment alone is insufficient to enhance employee performance; rather, it must be integrated with efforts to boost intrinsic motivation, strengthen work culture, and implement a reward system that fosters employee engagement. This approach is expected to provide a more comprehensive explanation of how the work environment can contribute to improved employee performance within the government of Papua Province.

#### *The Impact of Work Discipline on Employee Performance*

Based on the results of the inner model analysis, work discipline was found to have a positive and significant effect on employee performance. These findings indicate that compliance with rules, consistency in task execution, and work responsibility are important factors in improving work quality, timeliness, and employee productivity in regional government agencies in Papua Province. High work discipline reflects self-control and individual commitment to performing tasks optimally, thereby directly impacting performance improvements at both the individual and organizational levels.

These findings align with Social Exchange Theory, which explains that when employees demonstrate compliance and commitment to organizational rules—as a reciprocal response to the trust and support provided by the organization—this is reflected in improved performance. From the perspective of the Job Demands-Resources Theory, work discipline can be categorized as a personal resource that strengthens an individual's ability to cope with job demands and maintain consistent performance. This finding is supported by empirical research showing that work discipline has a positive and significant effect on employee performance in both the public sector and service organizations. Other studies indicate that work discipline does not always yield optimal results when it is merely administrative rather than internalized as a core work value. The implications of this research emphasize the importance of strengthening a culture of discipline based on formal rules, supported by leadership by example, a consistent monitoring system, and fair reward and sanction mechanisms. This approach is expected to ensure that work discipline is not merely an administrative obligation but evolves into a work culture oriented toward the sustainable improvement of employee performance within the Provincial Government Agencies (OPD) of Papua.

#### *The Impact of Work-Life Balance on Employee Performance*

The test results indicate that Work-Life Balance has a positive and significant effect on employee performance. The findings of this study suggest that a balance between work demands and personal life is a key factor in improving task quality, work focus, and employee productivity within Regional Government Agencies in Papua Province. Employees who can maintain a work-life balance tend to have lower stress levels, more stable psychological well-being, and optimal work energy, which directly impacts improved individual and organizational performance.

These findings align with Job Demands-Resources Theory, which posits that Work-Life Balance is a key job resource that reduces work-related stress and enhances psychological well-being, thereby improving performance. From the perspective of Self-Determination Theory, work-life balance supports the fulfillment of autonomy and psychological well-being needs, thereby strengthening intrinsic motivation and driving performance improvement. Work-Life Balance serves as both a well-being factor and a strategic mechanism for enhancing employee engagement and performance. This study supports empirical research indicating that Work-Life Balance positively affects employee performance in both the public sector and service organizations. This research is inconsistent with studies indicating that Work-Life Balance does not significantly affect performance if flexible organizational policies, proportional workload management, and an adaptive work culture do not support it. The implications of this research emphasize the importance of implementing policies that support work-life balance, such as flexible working hours, realistic workload management, and organizational psychological support, which are expected to improve employee well-being and lead to sustainable performance improvements within the Regional Government Agencies of Papua Province.

#### *The Effect of Work Discipline on Employee Performance, with Intrinsic Motivation as a Mediator*

Based on the results of the inner model testing, work discipline does not have a significant effect on employee performance through intrinsic motivation. The results of this study indicate that work discipline has not been able to improve employee performance through the mechanism of intrinsic motivation, even though work discipline has a significant direct influence on performance. This study suggests that work discipline within the context of Regional Government Agencies in Papua Province functions primarily as a direct control factor over performance, rather than as a driving factor in the development of employees' intrinsic motivation.

Theoretically, these findings offer an intriguing perspective within the framework of Self-Determination Theory, which posits that intrinsic motivation arises through the internalization of values and autonomous drives within the individual. However, work discipline, which is normative and rule-based, tends to reflect external control, and thus has not yet fully succeeded in fostering strong intrinsic motivation. Work discipline functions as a mechanism for controlling behavior, but cannot enhance employees' internal drive to work more effectively through intrinsic motivation. These findings are supported by research indicating that work discipline does not always influence performance through motivation, unless it is accompanied by other psychological factors such as job satisfaction, work engagement, and supportive leadership. The implications of this study emphasize the importance of transforming the approach to work discipline from mere administrative compliance to the internalization of more meaningful work values, through strengthening organizational culture, granting work autonomy, and leadership capable of inspiring employees. Work discipline directly impacts performance and can enhance intrinsic motivation as a more sustainable psychological mechanism.

*The Effect of the Work Environment on Employee Performance, with Intrinsic Motivation as a Mediator*

Based on the test results, the Work Environment (WE) influences Employee Performance (EP) through Intrinsic Motivation (IM). These results indicate that the work environment does not directly improve employee performance but influences it through the psychological mechanism of intrinsic motivation. A conducive work environment fosters employees' intrinsic motivation, leading to improved performance. The role of the work environment in public-sector organizations is more indirect, operating through internalization within the individual.

Theoretically, these findings align with Self-Determination Theory, which emphasizes that a supportive work environment fulfills individuals' basic psychological needs—such as autonomy, competence, and social relatedness—ultimately enhancing intrinsic motivation. Within the framework of Job Demands-Resources Theory, the work environment serves as a job resource that enhances work engagement and an individual's psychological energy, thereby driving performance improvement through motivational pathways. These findings reinforce that the relationship between the work environment and performance is not always direct but is more effectively mediated through variables such as intrinsic motivation. This research is supported by empirical studies indicating that the work environment influences performance through motivation or work engagement. In public sector organizations, the direct influence of the work environment may be insignificant due to bureaucratic structures and rigid work systems. The implications of this study emphasize the importance of creating a physically comfortable work environment that fosters positive social relationships, provides psychological support, and enhances a sense of ownership toward one's work. This approach strengthens employees' intrinsic motivation—a key factor in sustainably improving performance, particularly within the Provincial Government Agencies of Papua.

*The Effect of Work-Life Balance on Employee Performance, with Intrinsic Motivation as a Mediator*

Based on the test results, Work-Life Balance (WLB) does not significantly affect Employee Performance (EP) through Intrinsic Motivation (IM). These findings suggest that although Work-Life Balance has a significant direct effect on employee performance, the mediating role of intrinsic motivation does not improve employee performance; this indicates that work-life balance plays a more direct role in enhancing performance than through the psychological mechanism of intrinsic motivation.

Theoretically, from the perspective of Job Demands-Resources Theory, Work-Life Balance is a job resource that can reduce work stress and enhance psychological well-being, thereby directly improving performance (Bakker & Demerouti, 2017). Within the framework of Self-Determination Theory, while Work-Life Balance can support the fulfillment of an individual's psychological needs, it does not directly enhance intrinsic motivation unless accompanied by other factors such as work autonomy, job meaning, and organizational support. The influence of Work-Life Balance on performance in this study is more dominant through the direct pathway than the mediating pathway. These findings are

supported by several studies showing that Work-Life Balance has a direct effect on employee performance without the need for mediating variables. Other research has found that the effect of Work-Life Balance on performance can be mediated by psychological variables, but is highly dependent on organizational context and individual characteristics. The implications of this study emphasize that efforts to improve Work-Life Balance should focus on policies that directly support employee well-being, such as work flexibility, workload management, and work-time balance, without relying on increased intrinsic motivation as a mediator.

## Conclusion

This study examines the relationships among work-life balance, work environment, work discipline, intrinsic motivation, and employee performance, and investigates the mediating role of intrinsic motivation in explaining the mechanisms by which each variable influences employee performance. This study found that Work-Life Balance and Work Discipline have positive and significant effects on Employee Performance, whereas the Work Environment has no direct effect on Employee Performance. Intrinsic Motivation was found to be the most dominant factor in improving employee performance. In the mediation test, the Work Environment affects performance through Intrinsic Motivation, whereas Work Discipline and Work-Life Balance did not show significant mediating effects. These findings confirm that improvements in employee performance are influenced by a combination of direct and indirect factors, with psychological mechanisms, particularly intrinsic motivation, playing a selective role in linking the variables.

These findings imply that Regional Government Agencies in Papua Province need to focus their performance improvement strategies on formal aspects such as work discipline and Work-Life Balance policies, as well as on strengthening employees' psychological factors, particularly intrinsic motivation. The work environment needs to be managed more strategically to foster employee engagement and intrinsic motivation by improving workplace relationships, strengthening organizational support, and creating a more conducive work atmosphere. Work-Life Balance policies should be directly aimed at enhancing employee well-being and productivity without relying on mediating mechanisms.

This study has several limitations, including a scope limited to Regional Government Agencies in Papua Province, thus restricting the generalizability of the findings. The quantitative approach based on questionnaires is susceptible to respondent perception bias, which limits its ability to deeply explore employees' psychological dynamics and work behavior. The use of a single mediation model has not accounted for other variables that could influence the relationships among constructs, such as leadership, organizational culture, and work engagement. The results of this study are expected to provide practical contributions by serving as a foundation for formulating employee performance improvement strategies based on psychological and organizational approaches, through strengthening intrinsic motivation as an internal mechanism that bridges the influence of Work-Life Balance, the work environment, and work discipline on performance. Theoretically, this research enriches the literature by integrating the Job Demands-Resources Theory and the Self-Determination Theory into a single analytical framework. It confirms the role of intrinsic motivation as a mediating variable in explaining the relationship between organizational factors and public-sector employee performance in a region with limitations, such as Papua. For future research, these findings open opportunities to develop models by adding other mediator or moderator variables, as well as expanding the research scope to enhance the external validity and generalizability of the findings.

## References

- Ahmad, R., Nawaz, M. R., Ishaq, M. I., Khan, M. M., & Ashraf, H. A. (2023). Social exchange theory: Systematic review and future directions. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.1015921>
- Angela Kurniati Kunda, Supriyoko, R. (2023). Pengaruh Kompetensi, Motivasi Kerja dan Lingkungan Kerja secara bersama-sama terhadap Kinerja Guru di SMAS St. Familia Wae Nakeng Manggarai Barat NTT. *Jurnal Ilmiah PGSD FKIP Universitas Mandiri*, 09(November 2022), 645-655.

- Annisa, E., & Hastasari, R. (2025). Pengaruh Work-Life Balance dan Lingkungan Kerja terhadap Kinerja Pegawai Dinas Kependudukan dan Pencatatan Sipil Kota Bekasi. *Jurnal Manajemen Ekonomi Dan Akuntansi*, 1(2), 157-163. <https://doi.org/10.63921/jmaeka.v1i2.43>
- Aprisonia A, S., Zefriyenni, & Veri, J. (2025). Peran Mediasi Motivasi Kerja Pada Hubungan Kompensasi, Lingkungan Kerja, Beban Kerja, Dan Kinerja Di Puskesmas Selayo Kecamatan Kubung Kabupaten Solok. *Journal Publicuho*, 8(1), 493-507. <https://doi.org/10.35817/publicuho.v8i1.688>
- Arianto, A., & Rahayu, Muji. (2025). The effect of motivation and work discipline on employee performance PT Bagus Jaya Textile. *Indonesian Interdisciplinary Journal of Sharia Economics (IJSE)*, 8(3), 7764-7775. <https://doi.org/e-journal.uac.ac.id/index.php/ijse/article/view/6933>
- Arsawan, W. E., Da, A., Soares, C., & Kelen, B. (2023). The Relationship between Career Development and Employee Performance: Work Motivation as a Mediator. *Journal Of Digitainability, Realism & Mastery (Dream)*, 02(12). <https://doi.org/10.56982/dream.v2i12-DECEMBER.173>
- Badan Pusat Statistik. (2024). Indeks Pembangunan Manusia Provinsi Papua 2024. <https://papua.bps.go.id>
- Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: state of the art. *Journal of Managerial Psychology*, 22(3), 309-328. <https://doi.org/10.1108/02683940710733115>
- Bakker, A. B., & Demerouti, E. (2017). Job demands-resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273-285. <https://doi.org/10.1037/ocp0000056>
- Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. (2023). Job Demands-Resources Theory: Ten Years Later. *Annual Review of Organizational Psychology and Organizational Behavior*, 10(1), 25-53. <https://doi.org/10.1146/annurev-orgpsych-120920-053933>
- Bakker, A. B., & Mostert, K. (2024). Study Demands-Resources Theory: Understanding Student Well-Being in Higher Education. *Educational Psychology Review*, 36(3), 92. <https://doi.org/10.1007/s10648-024-09940-8>
- Barokah, M., Suhardi, S., Sofyan, A., & Amin, Mat. (2025). The Effect Of Work-Life Balance, Organisational Culture And Motivation. *SIBATIK Journal*, 4(6), 877-989. <https://doi.org/publish.ojs-indonesia.com/index.php/SIBATIK/article/view/2792>
- Becker, G. S. (1964). *Human Capital: A Theoretical and Empirical Analysis, with Special Reference to Education* (The University of Chicago Press, Ed.; 3rd ed., Vol. 3). The University of Chicago Press. <https://doi.org/http://digamo.free.fr/becker1993>
- Chin, W. W. (1998). The partial least squares approach for structural equation modeling. In G. A. Marcoulides (Ed.), *Modern methods for business research*. Lawrence Erlbaum Associates Publishers, 295-336. <https://doi.org/psycnet.apa.org/record/1998-07269-010>
- Cropanzano, R., & Mitchell, M. S. (2005). Social Exchange Theory: An Interdisciplinary Review. *Journal of Management*, 31(6), 874-900. <https://doi.org/10.1177/0149206305279602>
- Demerouti, E., & Bakker, A. B. (2023). Job demands-resources theory in times of crises: New propositions. *Organizational Psychology Review*, 13(3), 209-236. <https://doi.org/10.1177/20413866221135022>
- Dwitanti, E., Murwani, F. D., & Siswanto, E. (2023). The effect of work-life balance on employee performance through work stress and workload. *International Journal of Business, Law, and Education*, 4(2), 569-586. <https://doi.org/10.56442/ijble.v4i2.211>
- Evans, P., Vansteenkiste, M., Parker, P., Kingsford-Smith, A., & Zhou, S. (2024). Cognitive Load Theory and Its Relationships with Motivation: A Self-Determination Theory Perspective. *Educational Psychology Review*, 36(1), 7. <https://doi.org/10.1007/s10648-023-09841-2>
- Febriyanti, Q., Hadian, D., & Machmud, S. (2023). Effect of Work Discipline and Communication on Employee Performance. *Acman: Accounting and Management Journal*, 3(1), 21-27. <https://doi.org/10.55208/aj.v3i1.56>

- Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1), 39. <https://doi.org/10.2307/3151312>
- Gallup. (2023). State of the global workplace 2023 report. <https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx>
- Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work-family balance and quality of life. *Journal of Vocational Behavior*, 63(3), 510-531. [https://doi.org/10.1016/S0001-8791\(02\)00042-8](https://doi.org/10.1016/S0001-8791(02)00042-8)
- Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R*. Springer International Publishing. <https://doi.org/10.1007/978-3-030-80519-7>
- Hanafiah & Juhadi. (2020). Pengaruh Pelatihan dan Pengalaman Kerja Terhadap Kinerja Karyawan Di Rumah Sakit Bersalin Kota Bandung. *Jurnal Ilmiah MEA (Manajemen, Ekonomi, dan Akuntansi)*, 4(1), 333-349.
- Hayati, R., Mardianty, D., Agia, L. N., & Denny, P. (2023). Pengaruh Motivasi Intrinsik dan Motivasi Ekstrinsik Terhadap Kinerja Karyawan Pada CV. Riho Mandiri. *Journal of Economic, Business and Accounting (COSTING)*, 7(1), 252-259. <https://doi.org/10.31539/costing.v7i1.6056>
- Heluka, I., Rante, Y., & Ratang, W. (2025). Work Discipline as the Strongest Determinant of Employee Performance: Evidence from Local Government in a Developing Region of Indonesia. *Adhigana Papua: Jurnal Ilmiah Magister Manajemen*, 3(2), 44-53. <https://doi.org/10.61331/adhiganapapua.v3i2.32>
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115-135. <https://doi.org/10.1007/s11747-014-0403-8>
- Ilham, R., & Budianto, S. N. A. (2023). Effect of Communication and Work Environment on Employee Performance. *Journal of Business Management and Economic Development*, 1(02), 132-140. <https://doi.org/10.59653/jbmed.v1i02.53>
- Joshi, A., Kale, S., Chandel, S., & Pal, D. (2015). Likert Scale: Explored and Explained. *British Journal of Applied Science & Technology*, 7(4), 396-403. <https://doi.org/10.9734/BJAST/2015/14975>
- Kale. dkk. (2023). Pengaruh Gaya Kepemimpinan, Disiplin dan Lingkungan Kerja terhadap Kinerja Karyawan dengan Motivasi Kerja Sebagai Mediasi (Suatu Kajian Studi Literatur Manajemen Sumber Daya Manusia). *Jurnal Ilmu Manajemen ...*, 4(3), 622-630. <https://www.dinastirev.org/JIMT/article/view/1475%0Ahttps://www.dinastirev.org/JIMT/article/download/1475/891>
- Karyono, K., & Gunawan, A. (2021). Pengaruh Pelatihan dan Kompensasi Terhadap Kinerja Karyawan pada PT. Asahi Forge Indonesia. *IKRA-ITH Ekonomika*, 4(2), 20-30. <https://doi.org/10.37817/ikraith-ekonomika.v4i2.1012>
- Khateeb Károly, F. R. (n.d.). Work Life Balance: A Review Of Theories, Definitions, and Policies. In *Cross-Cultural Management Journal: XXIII*.
- Kilroy, J., Dundon, T., & Townsend, K. (2023). Embedding reciprocity in human resource management: A social exchange theory of the role of frontline managers. *Human Resource Management Journal*, 33(2), 511-531. <https://doi.org/10.1111/1748-8583.12468>
- Krijgsheld, M., Tummers, L. G., & Scheepers, F. E. (2022). Job performance in healthcare: a systematic review. *BMC Health Services Research*, 22(1), 149. <https://doi.org/10.1186/s12913-021-07357-5>
- Kurniawati, A. F., & Nuvriasari, A. (2025). The Effect of Work Environment, Work-Life Balance, and Employee Engagement on Employee Loyalty. *Research Horizon*, 5(2), 97-108. <https://doi.org/10.54518/rh.5.2.2025.482>
- Kusuma, T. N., Rasyid, A., & Pongtiku, A. (2025). The Influence of Intrinsic Motivation on Performance With Work Behavior as A Mediating Variable. *Paradoks: Jurnal Ilmu Ekonomi*, 8(3), 599-606. <https://doi.org/10.57178/paradoks.v8i3.1442>
- Likert, R. (1932). *A technique for the measurement of attitudes* (Archives of Psychology, Ed.). Archives of Psychology. [https://doi.org/legacy.voteview.com/pdf/Likert\\_1932](https://doi.org/legacy.voteview.com/pdf/Likert_1932)

- Liu, Y., Cherian, J., Ahmad, N., Han, H., de Vicente-Lama, M., & Ariza-Montes, A. (2023). Internal Corporate Social Responsibility and Employee Burnout: An Employee Management Perspective from the Healthcare Sector. *Psychology Research and Behavior Management*, Volume 16, 283-302. <https://doi.org/10.2147/PRBM.S388207>
- López-Cabarcos, Á. M., Vázquez-Rodríguez, P., & Quiñoá-Piñeiro, L. M. (2022). An approach to employees' job performance through work environmental variables and leadership behaviours. *Journal of Business Research*, 140, 361-369. <https://doi.org/10.1016/j.jbusres.2021.11.006>
- Marhanah, S., Ahman, E., Senen, S. H., & Disman, D. (2025). The Effect of Work-Life Balance on Employee Performance: Evidence from a Four-Star Hotel in Bandung, Indonesia. *Jurnal Ilmiah Manajemen Kesatuan*, 13(5), 3451-3456. <https://doi.org/10.37641/jimkes.v13i5.3983>
- Mazaya, K. N., Setiawan, M., & Susilowati, C. (2024). Work motivation and work-life balance on employee performance as mediated by job satisfaction. *International Journal of Research in Business and Social Science* (2147-4478), 13(7), 239-253. <https://doi.org/10.20525/ijrbs.v13i7.3891>
- Miller, K. A., Deci, E. L., & Ryan, R. M. (1988). Intrinsic Motivation and Self-Determination in Human Behavior. *Contemporary Sociology*, 17(2), 253. <https://doi.org/10.2307/2070638>
- Momot, F. O. E., Akbar, M. A., Mustajab, D., Irawan, A., & Suratini, S. (2025). Pengaruh Kepemimpinan, Motivasi dan Lingkungan Kerja Terhadap Kinerja Pegawai Dinas Pekerjaan Umum Penataan Ruang Perumahan dan Kawasan Pemukiman Provinsi Papua. *Economics and Digital Business Review*, 6(2), 1576-1593. <https://doi.org/10.37531/ecotal.v6i2.2713>
- Olafsen, A. H. (2024). Self-determination theory. In *Elgar Encyclopedia of Organizational Psychology* (pp. 641-646). Edward Elgar Publishing. <https://doi.org/10.4337/9781803921761.00125>
- Olafsen, A. H., Marescaux, B. P. C., & Kujanpää, M. (2025). Crafting for autonomy, competence, and relatedness: A self-determination theory model of need crafting at work. *Applied Psychology*, 74(1). <https://doi.org/10.1111/apps.12570>
- Pekaar, K. A., van der Linden, D., Bakker, A. B., & Born, M. Ph. (2017). Emotional intelligence and job performance: The role of enactment and focus on others' emotions. *Human Performance*, 30(2-3), 135-153. <https://doi.org/10.1080/08959285.2017.1332630>
- Putra, D. S. F., & Abadiyah, R. (2025). Organizational Culture, Motivation, and Climate Determine Employee Performance at PT ROMI. *Indonesian Journal of Innovation Studies*, 26(1). <https://doi.org/10.21070/ijins.v26i1.1782>
- Putra, R. S., Agustina, T. S., & Aziz, A. A. B. (2025). The Influence of Work Environment and Work Discipline on Employee Performance through Job Satisfaction. *Jurnal Ilmiah Manajemen Kesatuan*, 13(5), 3745-3754. <https://doi.org/10.37641/jimkes.v13i5.3629>
- Rivai, V., & Sagala, E. J. (2015). *Manajemen Sumber Daya Manusia Untuk Perusahaan Edisi Ke-7*. Depok: PT. Raja Grafindo.
- Rivaldo, Y., & Nabella, S. D. (2023). Employee Performance: Education, Training, Experience and Work Discipline. *Quality - Access to Success*, 24(193). <https://doi.org/10.47750/QAS/24.193.20>
- Robbins, S., Robbins, S. P., & Judge, T. A. (2025). *Essentials of Organizational Behavior, Global Edition* (BoD - Books on Demand, Ed.; Global Edition). Pearson Education Limited. <https://doi.org/books.google.co.id/books?id=cBu4EQAAQBAJ>
- Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), 68-78. <https://doi.org/10.1037/0003-066X.55.1.68>
- Salsabilla, N., Puspitasari, P., Haqi, D. N., Rofiq, A., & Wulandari, R. D. (2022). Analysis of Work Motivation And Work Discipline of Employee at Wiyung Sejahtera Hospital Surabaya. *The Indonesian Journal of Public Health*, 17(1), 95-105. <https://doi.org/10.20473/ijph.v17i1.2022.95-105>
- Sekaran, U., & Bougie, R. (2020). Research Methods for Business: A Skill-Building Approach. In John Wiley & Sons Ltd (8th Ed). *Encyclopedia of Quality of Life and Well-Being Research*.

- Shaari, R., Sarip, A., & Ramadhinda, S. (2022). A Study of The Influence of Physical Work Environments on Employee Performance. *International Journal of Academic Research in Business and Social Sciences*, 12(12). <https://doi.org/10.6007/IJARBS/v12-i12/15975>
- Shen, L., Lu, Y., He, Y., Wang, P., Chen, Y., Li, H., Yang, Z., Zhang, J., Wang, Z., Jiang, M., Zheng, J., & Zhu, J. (2024). Work stress and competency among radiology residents: the mediating effect of resilience. *Frontiers in Public Health*, 12. <https://doi.org/10.3389/fpubh.2024.1415351>
- Susanto, A. F., & Pratama, M. A. (2022). Revisiting the Originality of Indonesian Philosophy (Indonesian Humankind and Philosophical Identity). *Wisdom*, 24(4), 143-151. <https://doi.org/10.24234/wisdom.v24i4.923>
- Susanto, P., Hoque, M. E., Jannat, T., Emely, B., Zona, M. A., & Islam, M. A. (2022). Work-Life Balance, Job Satisfaction, and Job Performance of SMEs Employees: The Moderating Role of Family-Supportive Supervisor Behaviors. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.906876>
- Vroom, V. H. (1964). *Work and motivation*. wiley.
- Wahyudin, A., Fitriati, A., Darmawan, A., & Rachmawati, E. (2025). Pengaruh work-life balance dan motivasi kerja terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening. *Entrepreneurship Bisnis Manajemen Akuntansi (E-BISMA)*, 110-131. <https://doi.org/10.37631/ebisma.v6i1.1802>
- Widyawati, I., Anugrah, Z. P., Ni'mah, N. N., Mubarakah, A., & Amelia, S. A. (2025). Tinjauan Literatur: Peran E-Performance Management dalam Meningkatkan Objektivitas Penilaian Kinerja Pegawai. *Journal of Literature Review*, 1(1), 91-98. <https://doi.org/10.63822/20rpap17>
- Yang, Y., Obrenovic, B., Kamotho, D. W., Godinic, D., & Ostic, D. (2024). Enhancing Job Performance: The Critical Roles of Well-Being, Satisfaction, and Trust in Supervisors. *Behavioral Sciences*, 14(8), 688. <https://doi.org/10.3390/bs14080688>
- Zhao, R., & Du, Y. (2021). The Impact of Higher Education and Human Capital Quality on “Local-Neighborhood” Economic Growth. *Best Evidence in Chinese Education*. <https://api.semanticscholar.org/CorpusID:236406752>