



Investigating the Impact of WLB and Coaching on Employee Performance Through Self-Efficacy as a Mediating Variable

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ABSTRACT

This research seeks to explore the interconnections between several key variables: Work Life Balance (WLB) and Coaching as independent variables, Employee Performance as the dependent variable, and Self-Efficacy functioning as a mediating variable. The study, employing quantitative methods, surveyed 155 employees from insurance services in the Greater Jakarta (Jabodetabek) region of Indonesia. To evaluate the hypotheses, Structural Equation Modeling (SEM) was utilized, with the analysis performed using SmartPLS Software Version 4.0. The findings validated five hypotheses, revealing a notable influence of both direct relationships and those mediated by the variables studied. A particularly significant discovery emerged regarding the role of Coaching as a mediating factor between WLB and employee performance via self-efficacy, highlighting a new aspect of employee performance dynamics. Focusing on the health insurance sector in Jabodetabek, the study offers fresh perspectives on managing employees effectively within this industry. Additionally, the research deepens the understanding of Self-Efficacy's role in enhancing employee performance, offering valuable contributions to human resource management (HRM) professionals and academics. The novel aspects of these findings enhance the comprehension of efficient management strategies aimed at boosting employee performance, particularly within the context of Jabodetabek's health insurance industry. By elucidating the relationships among WLB, Coaching, and Self-Efficacy, this research provides a robust basis for the formulation of improved management policies and practices.

Keywords: *Self-Efficacy, Coaching, Performance, Work Life Balance,*

ABSTRAK

Penelitian ini bertujuan untuk menganalisis hubungan antara beberapa variabel penting, yaitu *Work Life Balance* (WLB) dan *Coaching* sebagai variabel bebas, Kinerja Karyawan sebagai variabel terikat, serta *Self-Efficacy* sebagai variabel mediasi. Studi ini menggunakan pendekatan kuantitatif dengan melibatkan 155 karyawan dari sektor jasa asuransi di wilayah Jabodetabek, Indonesia. Untuk pengujian hipotesis, digunakan metode *Structural Equation Modeling* (SEM) yang dianalisis melalui perangkat lunak SmartPLS Versi 4.0. Hasil penelitian menguji lima hipotesis yang menunjukkan adanya pengaruh signifikan baik secara langsung maupun melalui variabel mediasi. Temuan penting dari penelitian ini adalah peran *Coaching* sebagai variabel mediasi yang menghubungkan WLB dengan kinerja karyawan melalui *Self-Efficacy*, yang merupakan kontribusi baru dalam memahami dinamika peningkatan kinerja karyawan. Dengan fokus pada sektor asuransi kesehatan di wilayah Jabodetabek, penelitian ini memberikan wawasan baru mengenai strategi pengelolaan karyawan yang efektif di industri ini. Selain itu, penelitian ini memperkaya pemahaman tentang peran *Self-Efficacy* dalam meningkatkan kinerja karyawan, sehingga memberikan kontribusi yang bermanfaat bagi praktisi maupun peneliti di bidang manajemen sumber daya manusia (SDM). Temuan baru dalam penelitian ini memperluas pemahaman tentang strategi manajemen yang dapat diterapkan secara efektif untuk meningkatkan kinerja karyawan, terutama dalam konteks industri asuransi kesehatan di Jabodetabek. Dengan menganalisis keterkaitan antara WLB, *Coaching*, dan *Self-Efficacy*, studi ini menawarkan dasar yang kuat untuk pengembangan kebijakan dan praktik manajemen yang lebih efektif.

Keywords: *Coaching, Kinerja, Self-Efficacy, Work Life Balance.*

INTRODUCTION

Human resources are considered as crucial assets as the driving force behind all company activities (Rahardjo, 2021; Tufa, 2018; Astawa & Astuti, 2017). Employees are expected to give their best performance to ensure company goals are achieved (Ardianto and Putra, 2022). Therefore, it is important for companies to manage employee performance well. This is because human resources are investments that must be managed efficiently to support the company's success (Sinambela, 2021, p. 4). However, the practice of WLB, especially in service industries with long hours, is important to retain employees and reduce their intention to quit due to emotional exhaustion (Santhanam et al., 2021). It is not easy to achieve. The level of employee involvement operational responsibilities at aspects of life outside work is generally related to efforts to maintain harmony in the family (Husniati, Supriadi and Ali, 2024).

The results of MichaelPage.Co survey show that 68% of workers in Indonesia expect more happiness at work, *WLB* and *well-being* Compared to the salary increase (Lim, 2022). According to Wiradendi Wolor et al. (2020), The importance of WLB is increasingly recognized by employees today, with many prioritizing it over a high salary. WLB is seen as a condition that reflects an individual's ability to manage and allocate time between work, personal life, and family responsibilities, helping to avoid conflicts between career and personal life (Mardiani and Widiyanto, 2021).

WLB, or what is often referred to as *WLB*, It is important for companies because it can have an impact on maintaining the quality. According to Luthfiyani (2019) *WLB* Become one of the managerial strategies that companies need to pay attention to to maintain employee performance. Paryanti & Aprianti (2022), states that the applicability of *WLB* Being poor can result in work stress, decreased quality of physical and mental health, and lack of time for family. Therefore, *WLB* is something that needs serious attention by the company. If not noticed, it can pose risks related to employee welfare, employee performance, and organizational performance (Ramadanu et al., 2023)

According to Gunawan et al., (2020), *WLB* Being things that can impact on performance. In addition to applying *WLB*, The company must also pay attention to employee development programs, including *Coaching*. According to Napitupulu (2021) *Coaching* Become effective techniques in developing human resources in the company, so as to create a competitive advantage. *Coaching* Influencing employee performance by helping them overcome fear and confusion, increase confidence through exploring potential, planning targets, and developing solution-oriented thinking (Wilson, 2020).

Practice Coaching It is growing in popularity in the industry today and is improving over time. According to a survey conducted by International Coaching Federation (ICF), Asia is the most actively implementing region Coaching, and in Indonesia, 18% of industries have introduced business Coaching (Anggita, 2021). Coaching As an employee development program has been proven to improve their performance, as revealed by Maharani & Widiartanto (2017).

According to Virgawenda et al. (2021); Achi & Sleilati, (2016); Sebayang & Sembiring (2017), coaching is a short program to optimize employee potential, increase confidence, and realize individual abilities. This self-confidence is linked to self-efficacy, which is influenced by work-life and personal balance Wijaya & Suwandana (2022). This harmonization helps employees think and behave positively. Individuals high self-efficacy have motivation to achieve best results, while low ones tend to give up easily (Haider, Jabeen and Ahmad, 2018); (Aisyiyah, Turnip and Siregar, 2022).

This research is supported by gap analysis, research results Minarika et al., (2020) The company's attention to employee welfare, especially seen from efforts to ensure WLB which is good, it is believed to improve their performance. A study by Ramadanu et al., (2023); Husniati, et al (2024) affirms that WLB has a positive and significant impact on employee performance. In addition, the implementation of coaching programs is also considered important as part of employee development efforts to improve their performance. Mongdong (2021) suggests that coaching has a significant influence on employee performance, especially for those who have a high level of self-efficacy. Research results by Masruroh & Prayekti, (2021) Also supporting these findings, suggests significant contribution performance.

However, different findings were found in the study by Saifullah, (2020), which indicates that WLB does not have a significant influence on employee performance. Similarly Fathurrohkim et al., (2022) that coaching did not have a significant impact on employee performance. There are also conflicting findings in research by Amaliya, (2018), self-efficacy does not have a significant effect on performance. Investigate the influence of WLB and coaching on employee performance, taking into account self-efficacy as a mediation variable.

The novelty of this study lies in a comprehensive approach in examining In addition to evaluating the direct effect of WLB and coaching on performance, the study also highlights the role of self-efficacy as a mediator. As such, the study provides new insights into how internal psychological factors can influence the relationship between work environment and performance, suggesting the need for holistic strategies performance.

Based on the theoretical analysis that has been done, the researcher intends to investigate the relationship between the variables to be studied in this study. The variables to be used include WLB (X1) and Coaching (X2) as independent variables, Employee Performance (Y) as the dependent variable, and Self-Efficacy (Z) as a mediation variable.

The Effect of WLB on Employee Performance

Harmonization created between work and family is something that is highly coveted by every employee, so it can be said to be a manifestation WLB Very important for employees. Companies need to create conditions or environments that pay attention to WLB employee. According to Oludayo & Omonijo (2020), application results WLB can reduce *Turn over*, work stress, and improving employee performance and increasing company productivity. This statement is supported by the results of the study (Abdirahman *et al.*, 2020) which states that WLB has a positive and significant influence on employee performance where this study shows that high levels WLB One can improve employee performance.

H1 : WLB Effect on Employee Performance

The Effect of Coaching on Employee Performance

Companies generally want to have quality human resources to realize organizational goals. One way that can be done is to develop employees through programs *Coaching*. According to (Szabó, Slavić and Berber, 2019), *Coaching* used by companies or organizations has an impact on improving employee performance, minimizing errors, resolving conflicts in the workplace, to improving company performance. This statement is in accordance with the results of the study (Okonkwo, 2022) which states that *Coaching* Positive and significant effect on employee performance. This means that the better the application of coaching, the performance of employees will also increase.

H2 : *Coaching* Effect on Employee Performance

The Effect of WLB on Self-Efficacy

According to Amen (2022), each individual must be able to determine priorities so that there are no conflicts or gaps between work and personal life. According to Prestiana & Setiawan (2021), one's life balance can be achieved when one gets positive support from family, where when one gets support to reach a balance point of work life and personal life then one will feel supported and can have an impact

on confidence in oneself. This statement is supported by the results of the study (Jung, Tea and Hong, 2017) which states that *WLB* has a positive and significant influence on *self-efficacy* employee. This means that employees who have a high *WLB* will have a high level of self-efficacy as well.

H3 : *WLB* effect on Employee Performance mediated by Self-Efficacy

The Effect of Coaching on Self-Efficacy

According to Lewis & Jones (2019) facilities *Coaching* provided by organization can increase the level of self-efficacy of employees. By doing *Coaching*, then employees will know their potential and capabilities. When employees know the potential contained in them, the level of employee confidence to do and complete a job tends to increase. This statement is in line with the results of the study (Pekkan, 2018) which proves that *Coaching* may affect the increase *self-efficacy* somebody.

H4 : *Coaching* effect on Employee Performance mediated by Self-Efficacy

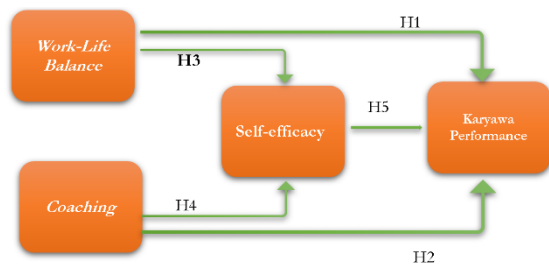
The Effect of Self-Efficacy on Employee Performance

Self-efficacy or *self-efficacy* It needs to be owned by every individual. Someone with high self-confidence or self-efficacy of their abilities will show an optimistic attitude and strive to always involve themselves in activities in the organization or company, so that self-efficacy has a close relationship with one's performance (Lianto, 2019). This is in line with the results of the study (Wijaya and Adriyanto, 2022) which states that *self-efficacy* has a positive and significant influence on employee performance. This proves that the higher the self-efficacy a person has, it will have an impact on improving one's performance.

H5 : Self-efficacy affects Employee Performance.

Based on previous research has identified hypotheses, with the proposed model being as follows:

Figure 1 Conceptual outline



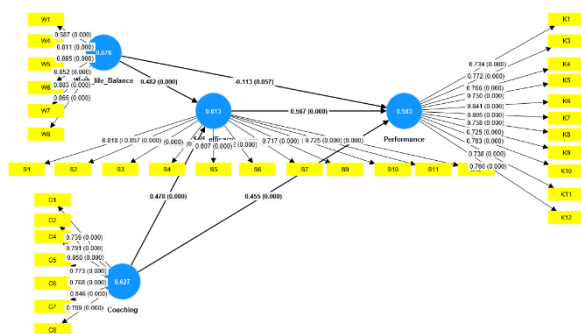
RESEARCH METHODS

This study used quantitative methods. The respondents in this study were employees of Health Insurance Services spread across the Greater Jakarta area, Indonesia. The research sample was 155 respondents. *Structural Equation Modeling* is used as a hypothesis testing method and processed using SmartPLS Software Version 4.0, as for what was studied in this study

The applied research method is the survey method, which involves analyzing data from a population to understand their behavior. This study used correlation and cause-and-effect relationships as the focus of the investigation. The importance of establishing an appropriate number of samples in order to accurately reflect the population, while also saving research costs and time, is highly recognized. For data analysis, SEM from the AMOS statistical software package is used to model and test hypotheses. SEM is a set of statistical techniques that allow testing complex relationships simultaneously (Ferdinand, 2020). The advantage of the application of SEM research is its ability to confirm the dimensions of concepts or factors and its common use in management, its ability to measure the effects of theoretically constructed relationships

Based on the results of research through descriptive analysis and inferential analysis with *SmartPLS* 4.0 software, the following results were obtained.

Fig 2. Structural models



The results of this study outline a model of structural relationships between different constructs, where researchers can proceed by estimating t values using bootstrapped internal structure models with repeated samples (Anderson, 2014). The initial step is to ensure all latent constructions. This can be illustrated as a structural model that has been run in the process of modeling structural equations.

The path coefficients in structural models are checked to ensure the consistency of such processes.

Tabel 1. T-Statistics Test Results

*Correspondence author: Yudi Nur Supriadi	ISSN 0216- 373X (print)	P-value.	Description
WLB ->Performance	2.699	0,000	H1 Accepted
Coaching->Performance	16.748	0,000	H2 Accepted
WLB ->Self Efficacy	8.502	0,000	H3 Accepted
Coaching-> Self Efficacy	10.572	0,000	H4 Accepted
Self Efficacy -> Performance	8.192	0,000	H5 Accepted

Source: own elaboration in SmartPLS (2024).

The results showed that coaching had a significant impact on employee performance at Jabodetabek Health Insurance Services, with a t-statistic value of 16.748 which exceeds the t-table value of 2.051, as well as a significance value of p-value 0.000 lower than 0.05. This indicates that coaching plays an important role in improving employee performance, by rejecting the null hypothesis (Ho) and accepting alternative hypotheses (Ha). Further, the findings suggest that employees feel the benefits of coaching, especially in formulating personal work-related goals. Although there are aspects that need improvement, such as better potential recognition, the majority of employees under the age of 30 show a high interest in coaching programs, reflecting the importance of employee development efforts through coaching to improve performance and achievement of the Company's goals (Isabel Sánchez-Hernández et al. 2019; Husein & Hanifah, 2019).

The results of the study confirmed that self-efficacy variables have a positive and significant effect on employee performance in Health Insurance Services, indicated by t-statistical values 8,192 > ttable 2.051, and significance p-value 0.000 < 0.05. It rejects the null hypothesis (Ho) and accepts the alternative hypothesis (Ha). Respondents gave the highest rating on the indicator "ability to meet expectations", indicating that they carried out the work optimally to achieve good performance. However, there is an aspect of "experience" that shows a lower index value, even though employees feel experienced in their field of work. The majority of employees have a tenure of 3 to 5 years, indicating that they still need experience to increase confidence in getting the job done. Self-efficacy plays an important role in improving employee performance, according to the findings Khaerana (2020) which states that self-efficacy has a positive and significant influence on employee performance.

This research resulted in a simple mediation model, assuming that the independent variable becomes the cause for the mediator, which then becomes the cause for the dependent variable. Therefore, mediating effects are also known as indirect effects, surrogate effects, intermediate effects, or intervening effects (MacKinnon *et al.*, 2002).

Table 2. Indirect Influence

Variable	t-statistic	P-value.	Description
WLB -> Self efficacy -> Performance	6.564	0,000	Accepted
Coaching -> Self efficacy -> Performance	5.680	0,000	Accepted

Source: own elaboration in SmartPLS (2024).

The results showed that self-efficacy had a perfect mediating effect on WLB variables, had a significant effect on the performance of Health Insurance Service employees in Jabodetabek. With a t-statistic value of 6.564 < t-table of 2.051, and a p-value significance value of 0.000 > 0.05, it shows that the variable is significant. Therefore, it can be concluded that the null hypothesis (Ho) is accepted, while the alternative hypothesis (Ha) is rejected. It can be seen that although employees have a balance in their lives and work, but without self-efficacy or confidence in employees, it does not affect employee performance. Therefore, an employee's WLB can improve employee performance, if the employee has high self-efficacy or self-confidence.

The results showed that self-efficacy had a perfect mediating influence, where coaching had a significant impact on employee performance at Jabodetabek Health Insurance Services, with a t-statistic value of 5,680 that exceeded the t-table value of 2,051, and a p-value significance value of 0.000 which was lower than 0.05. This indicates that self-efficacy is able to mediate the influence of coaching in improving employee performance, by rejecting the null hypothesis (Ho) and accepting alternative hypotheses (Ha). Thus, it can be interpreted that when the coaching carried out by the company is accepted by employees has been carried out properly, it can increase employee confidence in their abilities and indirectly affect the improvement of employee performance.

RESULTS AND DISCUSSION

Interesting findings from this study highlight the importance of Coaching in the context of the health insurance industry in Jabodetabek. Although WLB does not

directly impact employee performance, Coaching plays an important role in improving their performance through self-efficacy as a mediator. This shows that management that focuses on coaching and developing employees is able to have a significant impact on their performance. In this context, Coaching is not only a tool to improve work competence, but also as a means to build employee confidence. What's more, these findings highlight the need for a holistic approach to human resource management, where paying attention to the psychological and emotional aspects of employees is key in ensuring optimal performance. Thus, management in the health insurance industry in Jabodetabek can gain valuable insights into the importance of Coaching as a strategy to improve employee performance and strengthen their position in facing dynamic market challenges.

The novelty of this study lies in its focus on the health insurance industry in Jabodetabek, which may have its own dynamics and challenges in terms of employee management. In addition, this study explores the role of Coaching as a variable mediating the relationship between WLB and employee performance through self-efficacy. This approach makes a new contribution in the understanding of how Coaching can be a key factor in improving employee performance in the sector. In addition, the use of Self-Efficacy as a mediator broadens insight into the internal processes that occur in improving employee performance, which can provide new insights for practitioners and researchers in the field of human resource management. Thus, this research makes a new contribution in the understanding of effective management strategies in improving employee performance in the health insurance industry in the Greater Jakarta area.

This research is based on The theory of human capital was first put forward by (Schultz, 1961) As knowledge and skills acquired by individuals through the process of education and training, competence is a factor that determines the ability and productivity of an enterprise. This confirms that the competitiveness and quality of performance of an organization depends largely on the specific skills possessed by employees and their abilities. (Kiwook Kwon, 2012). Employees, as human capital, are considered a key factor in the overall condition of the company, since their progress in implementing the company's business strategies and processes affects its final results. In this context, companies with the most reliable and growing human resources tend to achieve higher success rates. The theory of social capital, often used by economists, sociologists, and management, emphasizes the importance of social relations in obtaining individual profits (Akram *et al.*, 2017).

The results of this study are in line with several previous studies such as research entitled "The Effect of WLB on the Performance of Career Women with Mediated Work Burnout Moderated by Organizational Support and Family Support." conducted by (Christin *et al.*, 2022), Research conducted by (Wiradendi Wolor *et al.*, 2020) with the title "Effectiveness of E-Training, E-Leadership, and Work

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Life Balance on Employee Performance during COVID-19." Research with the title "Influence WLB to Employee Performance Mediated by Organizational Commitment." (Badrianto and Ekhsan, 2021) Research conducted by (Tangkeallo, 2018) with the title "Influence WLB and Job Compensation for Job Satisfaction and Employee Performance at RSUD Lakipadada Tana Toraja. Research with the title "Influence WLB To employee performance through organizational commitment to employees of PT. Bhinneka Life Indonesia Surabaya Branch." conducted by (Ardiansyah and Surjanti, 2020), Research with the title "Influence *Coaching* and Motivation for Employee Performance at PT Jasa Raharja (Persero) Lampung Branch." done by (Virgawenda, Ardansyah and Sumenang, 2021), Research entitled "Influence Analysis *Self-efficacy* Against Employee Performance with Work Stress as an Intervening Variable (Study on Astra Isuzu Yogyakarta." conducted by (Amaliya, 2018). Research conducted by (Saragih, Ginting and Absah, 2022) with the title "*Effect of Work Environment and Self Efficacy through Motivation on Performance of Department Population and Civil Registration Office in Samosir Regency during the Covid-19 Pandemic* Research with the title "*Effect of Self-Efficacy and Locus of Control on Employee Performance with Transformational Leadership Style as Moderating Variable.*" which is done by (Lukiyana and Hukom, 2022) Research conducted by (Turay, Salamah and Riani, 2019) with the title "*The Effect of Leadership Style, Self-Efficacy, and Employee Training on Employee Performance at the Sierra Leone Airport Authority.*

This research makes an important contribution to the understanding of the factors that affect employee performance in the health insurance industry in the Greater Jakarta area. By analyzing the effect of WLB and Coaching, and considering the role of Self-Efficacy as a mediator, this study illustrates how employee development strategies can be more effectively implemented by companies. The findings highlight the importance of coaching as an important tool in improving employee performance, while emphasizing the role of self-efficacy in the relationship. With practical recommendations provided, this research can be a valuable guide for human resource managers and organizational leaders to improve their employees' performance, create a more balanced work environment, and design more effective development programs.

CONCLUSION

Research on the effect of WLB and coaching programs on employee performance through self-efficacy as a mediator confirms the importance of psychological factors in the work environment. The results showed that both WLB and coaching programs have a direct or indirect positive impact through increased self-efficacy, which ultimately contributes to improved employee performance. These findings underscore the need for a holistic approach to human resource

management, one that pays attention not only to the work aspects but also to the psychological and personal aspects of employees.

The theoretical implications of this study include an increased understanding of the relationship between variables of WLB, training, self-efficacy, and employee performance in the context of health insurance companies. This study makes a new contribution to the literature by highlighting the role of self-efficacy as a mediator in the relationship between such factors. In practical terms, the results of this study encourage health insurance companies to consider the importance of creating a work environment that supports WLB and implementing effective training programs. By improving employees' self-efficacy, companies can improve their performance, which in turn will have a positive impact on the overall performance of the company.

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