

The Effect of Work Life Balance and Reward System on Employee Performance at PT Elnusa Petrofin Palopo

Anghrina Ananta Sudirman^{1*}, Suhardi M. Anwar¹, Altri Wahida¹

¹ Faculty of Economics and Business, Muhammadiyah University of Palopo, Indonesia

Writer Correspondence : angrinaanantarina@gmail.com^{1*)}

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Abstract: *The purpose of this study is to determine the effect of Work Life Balance and Reward System on employee performance at PT Elnusa Petrofin Palopo partially and simultaneously. The population in this study was 144 employees of PT Elnusa Petrofin Palopo, with 50 samples taken using probability sampling techniques . Data were collected by distributing questionnaires with a Likert scale, and then processed using the SPSS program. Quantitative research conducted using multiple linear regression analysis with t-test and f-test shows that the Work Life Balance variable has a positive and significant effect on employee performance, which means the better the balance between work and personal life, the better employee performance. However, the System Reward variable does not have a significant effect on employee performance, indicating that the reward system used by the company does not fully meet employee expectations. However, simultaneously, Work Life Balance and System Reward have a significant effect on employee performance.*

Introduction

In the modern era, *work Work -life balance* has become an increasingly important issue in the workplace. Many companies recognize that employees who maintain a good balance between work and personal life tend to be more productive, loyal, and have higher levels of satisfaction. Research shows that employees who feel the pressure of this imbalance can experience decreased performance and increased stress.

Companies also implement *reward systems* that play a crucial role in motivating employees. Effective *rewards* include not only financial rewards but also recognition, appreciation, and opportunities for personal development. When employees feel recognized and appreciated, they are more motivated to give their best in their work.

These two aspects, *work Life balance* and *reward systems* are interrelated and can significantly impact employee performance. Therefore, it is crucial to further investigate the contribution of these two factors to improving employee performance within an organization.

The problem related to *Work Life Balance* (X1) on Employee Performance (Y) at PT Elnusa Petrofin Palopo is that some employees still experience an imbalance between work demands and personal life. Some employees face high workloads and busy work schedules, so that time for family, rest, and personal activities is limited. This condition can cause physical and emotional fatigue, work stress, and reduce enthusiasm and concentration in carrying out tasks. This imbalance can ultimately have an impact on decreasing individual performance and overall company productivity.

The problem that arises regarding *the Reward System* (X2) on Employee Performance (Y) at PT Elnusa Petrofin Palopo is that there are still employees who feel that the reward and compensation system implemented by the company is not entirely fair and transparent. Some employees feel that the rewards given are not commensurate with the workload and responsibilities carried out. Dissatisfaction with this *reward system* can reduce motivation, create a sense of injustice, and reduce work enthusiasm. As a result, this can have a negative impact on employee performance and organizational effectiveness.

The problem related to charismatic leadership style (X1) on employee performance (Y) at PT Elnusa Petrofin Bengkulu is that there are still leaders who are not fully able to provide a consistent positive influence to their subordinates. Some leaders have not shown exemplary behavior, inspiring communication, or personal attention to employees, so that not all employees are motivated to achieve optimal performance. This lack of charismatic leadership can hinder employee morale, loyalty, and sense of responsibility towards their work, which ultimately has an impact on decreasing individual performance and overall company productivity. (Dafa Saelendra, 2023) .

The problem that arises regarding occupational health and safety (K3) training (X2) on employee performance (Y) at PT Elnusa Petrofin Padang is that not all employees have participated in K3 training evenly and continuously. Some employees do not fully understand work safety procedures, the use of personal protective equipment, and preventive measures against the risk of work accidents. This condition can cause minor to serious accidents in the workplace, which has an impact on decreased effectiveness, work delays, and decreased company productivity. Thus, less than optimal K3 training is one of the factors that can hinder the improvement of employee performance. (Putri, 2023) . Based on the problems above, the researcher is interested in conducting research with the title **"The Effect of Work Life Balance and Reward System on Employee Performance at PT Elnusa Petrofin."**

Work Life Balance

Work Life Balance is a state in which an individual capable arrange time and energy For work and life personal with balanced , so that No happen conflict between both of them . He confirm how importance role organization in provide flexibility work to maintain balance life professional and personal employees (Aizza & Hanim, 2024) . According to (Arifin & Muharto, 2022) *work life balance* is method for worker For undergo style a healthy and beneficial life , which can impact positive at the level performance they . Therefore that place Work must build balance in life Work so that employees and workers can balance role double They . According to (Mardiani & Widiyanto, 2021) also explained *that work life balance* too can defined as the level at which an individual can balance and feel satisfied in a way equivalent in matter time and involvement psychological with role they in life work and life personal ,

such as with spouse , parents , family , friends , and family members public others , as well as No existence conflict between second role From these definitions, it can be concluded that *Work Life Balance* is conditions in which individuals can balance time and energy between work and life personal without conflict , with support flexibility from organization so that employees still healthy , productive , and satisfied in undergo role at work and life personal .

H₁ : *Work Life Balance has a significant impact on employee performance*

Reward System

The word *reward* comes from from Language English which means reward or present (Sofiati, 2021) . In management source Power human , *reward* considered important and influential to motivation as well as performance (Wibisono, 2022) . *Reward* is rewards given company to the workers Because they has donate his energy and thoughts for progress company and achievements goals that have been set (Yudantari & Andarwati, 2023) . According to (Andy Pratama & Putri Handayani, 2022) *Reward* is form award on effort get power Work appropriate professional with demands position . This need balanced development , namely planning , organizing , using , and maintaining power work so that they can carry out task with effective and efficient . In framework management , *reward* functioning as one of the means For increase motivation employees . In addition become something motivation , *rewards are* also aimed at For fix or increase achievements that have been achieved (Gunawan et al., 2023) . Of the many definition said , can concluded that *reward* is something form present or awards given company on achievements that have been achieved by its employees .

H₂ : *The reward system does not have a significant influence on employee performance.*

Employee performance

Performance is a function of an individual's motivation and ability to complete a task or job, which should reflect a certain degree of willingness and ability. Without a clear understanding of what to do and how to do it, a person's willingness and skills will not be effective enough to complete the task. (Setyo Widodo & Yandi, 2022) . Employee performance in a business is a form of support for the company's progress and goals. Employee performance is directly proportional to company performance (Kusdianto & Wahida, 2025) .

According to (Nuruzzaman et al., 2021) also explains that performance is the work results that can be achieved by individuals or groups in a company, in accordance with their respective authorities and responsibilities, in an effort to achieve organizational goals legally, without violating the law, and in line with morals and ethics . Performance that complies with certain procedures or standards is called good performance. Employee labor also contributes to performance, and overall results can be measured and proven (Asa & Wahida, 2023) . Employees will become more proficient and skilled in their jobs with quality employee performance (SM. Anwar Hasmila, 2024) . From various theories about performance, it can be concluded that performance is the work results or level of success achieved by workers in their field of work, which can be directly reflected in the output produced both in terms of quantity and quality, according to the criteria applied to the job.

H₃ : *Work life balance and reward system simultaneously influence employee performance.*

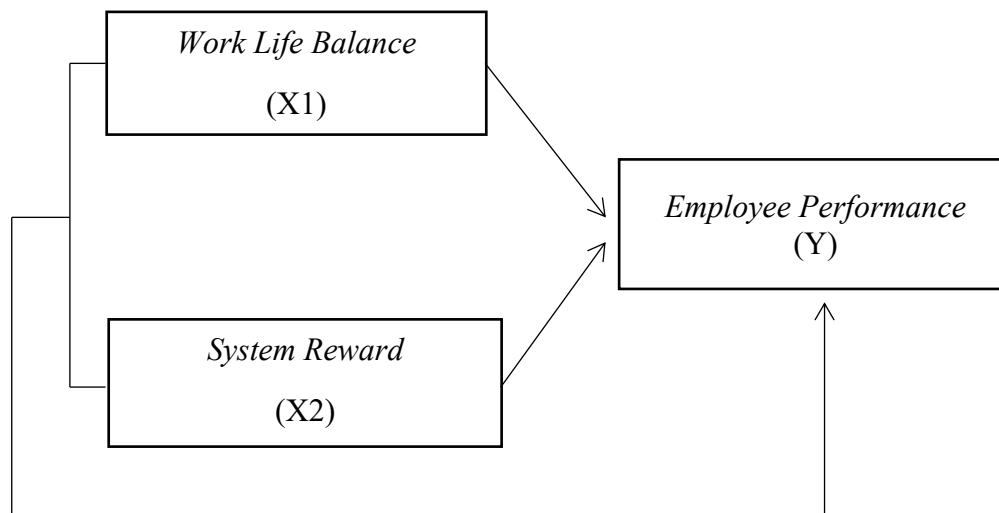


Figure 1. Conceptual SEQ GAMBAR_1 * ARABIC Framework

In this study, the conceptual framework explains the relationship between three main variables, namely *Work Life Balance* (X1), *System Reward* (X2), and *Employee Performance* (Y). In this model, *Work Life Balance* and *System Reward* function as independent variables that are thought to influence the dependent variable, namely *Employee Performance*. This means, the better the balance between professional and personal life that employees have and the more efficient the reward system implemented by the company, the higher the resulting performance. This framework illustrates that these two elements collaborate to build motivation and job satisfaction which in turn have a positive impact on improving the performance of PT Elnusa Petrofin Palopo employees.

Research Methods

This research uses a quantitative research method, which examines a problem from a phenomenon and examines possible connections or relationships between variables in the problem. Quantitative research is an analysis of *numerical data* processed using statistical methods. This research was conducted at PT Elnusa Petrofin Palopo, located at Jl. Pantai, Karang-Karangan Village, Bua District, Luwu Regency, South Sulawesi. Population in study This conducted on PT Elnusa employees Petrofin Palopo has 144 employees. The sampling technique used in this method is probability sampling. Where probability sampling is method taking sample in which each member population own opportunity or equal opportunity For chosen as sample . This technique at nature random (*random*) and used For produce representative sample , so that results study Can generalized to all over population with a sample size of 50 respondents.

Where the data in this study was collected through a research instrument in the form of a questionnaire. The data collection method was carried out by providing questions or statements that had been prepared in writing to respondents regarding *work-life balance* , *reward systems* and employee performance. Each Likert scale question item can have respondents with words such as Strongly Agree (SS), Agree (S), Neutral (N), Disagree (TS), Strongly Disagree (STS). For the purposes of quantitative analysis, the answers can be scored as follows: Strongly Agree (SS): 5, Agree (S): 4, Neutral (N): 3, Disagree (TS): 2, Strongly Disagree (STS): 1

Data analysis in this study uses a quantitative approach with the help of multiple linear regression to test *work life balance*. (X_1) and *reward system* (X_2) on employee performance (Y) at PT Elnusa Petrofin . Multiple linear regression analysis in this study, the multiple linear regression model is used to determine how much influence the independent variable has on the dependent variable. $Y = a + b_1 X_1 + b_2 X_2 + e$ where (Y) is Employee Performance , (a) is a constant, (X_1) is *Work Life Balance* , (X_2) is *the System Reward* , (b_1, b_2) are the regression coefficients of each independent variable, and (e) is the error.

Validity testing is used to determine the extent to which each questionnaire statement has the capacity to measure what it is supposed to measure. To test validity, *the Pearson Product Moment* correlation method is used to compare the score for each item with the total score. If the calculated r value is greater than the table r at a significance level of 5% (0.05), the item is considered valid.

Reliability testing was conducted to determine the consistency of the research instrument. In this study, *Cronbach's Alpha* was used to test the instrument's reliability . Consistent results when retested are considered *reliable* if the alpha value is greater than 0.6. The hypothesis was tested using several statistical tests, such as: The influence of each independent variable on the dependent variable is determined using a partial t-test. When the significance value is less than 0.05 or the calculated t is greater than the table t , the independent variable is considered to have a significant influence.

The F (simultaneous) test determines whether there is a joint influence of the independent variables on the dependent variable. The test result is significant if the significance value is <0.05 or the calculated F is greater than the F table or the calculated F is greater than the F table. The coefficient of determination (R^2) determines how much influence the independent variable has on the variation of the dependent variable.

Results and Discussion

Validity Test

Validity testing is conducted to measure the extent to which a questionnaire represents the aspects being studied. A questionnaire is considered valid if each question can reveal the variables being measured. Validity testing was conducted by comparing the calculated r value with the table r value. With a sample size of 50 respondents, The degree of freedom (df) obtained was 48 (calculated from $N - 2$, namely $50 - 2$). At a significance level of 5% (0.05), The r table value is 0.2787. If the calculated r value is greater than the r table, then the question item is declared valid and suitable for use as a measuring tool in this study.

Table 1 . Validity test results

Variables	Indicator	R-table	R-count	Significant	Information
WLB (X1)	WLB1	0.2787	0.722	0.05	valid
	WLB2	0.2787	0.732	0.05	valid
	WLB3	0.2787	0.737	0.05	valid
	WLB4	0.2787	0.819	0.05	valid
	WLB5	0.2787	0.781	0.05	valid
	WLB6	0.2787	0.808	0.05	valid
	WLB7	0.2787	0.806	0.05	valid
	WLB8	0.2787	0.725	0.05	valid
	WLB9	0.2787	0.602	0.05	valid

SR (X2)	SR1	0.2787	0.792	0.05	valid
	SR2	0.2787	0.815	0.05	valid
	SR3	0.2787	0.785	0.05	valid
	SR4	0.2787	0.710	0.05	valid
	SR5	0.2787	0.780	0.05	valid
	SR6	0.2787	0.678	0.05	valid
	SR7	0.2787	0.746	0.05	valid
	SR8	0.2787	0.809	0.05	valid
	SR9	0.2787	0.809	0.05	valid
	SR10	0.2787	0.575	0.05	valid
Family Card (Y)	KK1	0.2787	0.698	0.05	valid
	KK2	0.2787	0.642	0.05	valid
	KK3	0.2787	0.618	0.05	valid
	KK4	0.2787	0.682	0.05	valid
	KK5	0.2787	0.723	0.05	valid
	KK6	0.2787	0.800	0.05	valid
	KK7	0.2787	0.767	0.05	valid
	KK8	0.2787	0.741	0.05	valid
	KK9	0.2787	0.724	0.05	valid
	KK10	0.2787	0.600	0.05	valid

Source: SPSS data processing (2025)

Reliability Test

Table 2. Reliability Test Results

Variables	Cronbach's alpha	Condition	Information
Work Life Balance	0.901	0.60	reliable
Reward System	0.912	0.60	reliable
Employee performance	0.883	0.60	reliable

Source: SPSS data processing (2025)

Based on Table 3. the reliability test was conducted by testing the instrument only once, then analyzed using the (*Cronbach's Alpha*) method . The results of the reliability coefficient test for the *work-life balance instrument* were 0.901 with a high level of *reliability* , the *reward system instrument* was 0.912 with a high level of *reliability* , and the *employee performance instrument* was 0.883 with a high level of *reliability* , which means the instrument was declared *reliable* or met the requirements.

Multiple Linear Regression Test

In this study, there is more than one independent variable suspected of influencing the dependent variable. To determine the influence of the independent variables, namely *work-life balance* (X1) and *System Reward* (X2), on the dependent variable, namely *employee performance* (Y), multiple linear regression analysis was used. The results of the multiple linear regression analysis are presented in the form of a regression equation. This equation shows the direction and magnitude of the influence of each independent variable on the dependent variable. This regression equation can be found in the coefficient table generated from data processing using the T-Test and F-Test in the SPSS program.

T-Test (Partial)

The T-test is used to test whether there is a significant influence of the independent variable on the dependent variable. The independent variable is considered to have an influence on the dependent variable if the significance level is less than 0.05 and the calculated t-value is greater than the t-table value. To calculate the degrees of freedom (*df*) the formula used is $df = n - k - 1$ where *n* is the number of samples and *k* is the number of independent variables. Based on the calculation obtained is 47 (50-2-1). With *df* = 47, the t-table value is 2.012.

Table 3. T-Test Results

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. error	Beta		
1	(Constant)	19,549	3,444		5,677	0.001
	WLB(X1)	0.457	0.128	0.518	3,582	0.001
	SR(X2)	0.158	0.112	0.205	1,416	0.163
a. Dependent Variable: Employee Performance (Y)						

Source: SPSS data processing (2025)

Based on table 3. Results of the partial test (T), the following results can be obtained: The test results show that *work life balance* (X1) has a calculated $T = 3.582 > T_{table} = 2.012$ with a significant value of $0.001 < 0.05$. So it can be concluded that H_1 is accepted, which means that *work life balance* (X1) has a significant influence on employee performance (Y).

The test results show that *the reward system* (X2) has a calculated $T = 1.416 < T_{table} = 2.012$ with a significant value of $0.163 > 0.05$. So it can be concluded that H_2 is rejected, which means *the reward system* (X2) does not have a significant influence on employee performance (Y).

F Test (Simultaneous)

The F test is conducted to evaluate whether all independent variables jointly influence the dependent variable. An independent variable is said to influence the dependent variable if the calculated F value is greater than the F table and the significance level is less than 0.05. By using the degrees of freedom formula Numerator $df(N1) = K - 1$, where *N* is the number of respondents and *K* is the total number of variables, then $df = 3 - 1 = 2$. Based on the *df* value of the numerator obtained, the $F_{table \text{ value}}$ is **3.1951**. Meanwhile, for the degrees of freedom formula Denominator $df(N2) = NK$, then $df = 50 - 3 = 47$.

Table 4. Simultaneous Test Results

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	427,489	2	213,745	19,282	0.001 ^b
	Residual	521,011	47	11,085		
	Total	948,500	49			
a. Dependent variable: Employee Performance (Y)						
b. Predictors : (Constant), Work Life Balance (X1), System Reward (X2)						

Source: SPSS data processing (2025)

Based on table 4. Results of the simultaneous test (F), the following results can be obtained: The test results show that the calculated F value is 19.282, while the F table is 3.2946 with a significance level of 0.001. This shows that the calculated $F > F$ table and the significance value is $0.001 < 0.05$. So it can be concluded that H_3 is accepted which means that the variables *Work Life Balance* (X1) and *System Reward* (X2) simultaneously influence Employee Performance (Y).

R-Square Determination Coefficient Test

The coefficient of determination test aims to determine the independent variable's ability to explain changes in the dependent variable. In this case, this test was conducted to determine the percentage of *Work Life Balance* (X1) and *System Reward* (X2) on Employee Performance (Y) at PT Elnusa Petrofin Palopo.

Table 5. Results of the Determination Coefficient Test

Capital Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.671 ^a	0.451	0.427	3,329
a. Predictors : (Constant), <i>Work Life Balance</i> , <i>Reward System</i>				

Source: SPSS data processing (2025)

Based on the table, (*Modal Summary*), the R square (R²) value was recorded at 0.451. This shows that the *Work Life Balance* (X1) and *System Reward* (X2) variables are able to explain or influence the Employee Performance (Y) variable by 45.1% while the remaining 54.9% is influenced by other factors outside this research model which were not analyzed in the study.

Discussion

The Influence of Work Life Balance on Employee Performance

After testing the *Work life balance variable* (X1) against the employee performance variable. The results of the study indicate that *work life balance* has a positive and significant influence on employee performance. This is proven through the results of the partial test which shows a calculated t value of 3.246 with a significance level of 0.003, which means it is smaller than 0.05 so that H_1 is accepted. This shows that the better the balance between employees' personal lives and work, the better their performance. Employees tend to experience lower levels of stress, higher levels of job satisfaction, and are more enthusiastic about completing their work. This condition allows employees to work more focused, productively, and optimally to achieve company goals.

Furthermore, good work- life balance also helps employees maintain physical and mental health, which can reduce work fatigue, also known as burnout. This allows employees to stay focused on completing their tasks and responsibilities effectively. There are many ways to achieve work-life balance, such as flexible working hours, reasonable workloads, and company support for employees' personal needs.

This result is in line with research (Arifin & Muharto, 2022) which found that *work-life balance* has a positive and significant impact on employee performance. This occurs because a balance between work and personal life helps employees work more focused and productively. In addition, the results of this study are also supported by the opinion (Ramdhani & Rasto, 2021) stated that work-life balance is one of the main factors that

influences performance because it is directly related to the psychological condition and well-being of employees.

However, these findings are not in line with research. (Fitri et al., 2022) which states that work life balance does not have a significant effect on employee performance. In this study, employees face high work pressure and constantly changing job demands, so finding a balance between work life and personal life is an important component that directly affects their performance.

The Influence of Reward Systems on Employee Performance

After testing the *Reward System variable* on the Employee Performance variable at PT Elnusa Petrofin Palopo, the test results showed that *the reward system* did not have a significant effect on employee performance with a t-value of 0.596 and a significance of 0.555 greater than 0.05 so that H2 was rejected because the awards given by the company had not fully met employee expectations so that they were not sufficient to encourage increased performance. This result is in line with research (Said & Baskara, 2024) which shows that the reward system does not always have a significant impact on performance. They argue that this may be because the types of rewards provided by the company do not fully meet employee expectations in terms of nominal value, type of reward, and transparency of its provision. The results of this study also align with research by Mardiani & Widiyanto, 2021 and Yudiantari & Andarwati, 2023, which found that the reward system does not significantly impact employee performance.

The similarity of findings shows that it is not only rewards that affect employee performance; there are many other factors that affect performance, such as the work environment, job satisfaction, leadership, and work-life balance. These studies explain that if the reward system is poorly designed, does not align with employee needs, or lacks a clear link to performance, rewards will be ineffective as a motivational tool. This aligns with the fact that, in the context of this study, the rewards provided likely failed to meet employee expectations or were considered a key component in improving performance. Consequently, their impact was insignificant.

However, this research is not in line with research conducted by (Andy Pratama & Putri Handayani, 2022), (Setyo Widodo & Yandi, 2022), and (Wibisono, 2022) which states that *the reward system* has a positive and significant effect on employee performance. This difference in results can be explained by several factors, including differences in reward management systems, organizational conditions, and employee perceptions of the rewards given. In these studies, compensation is typically provided fairly, clearly, and based on performance, thus increasing employee desire to work. Meanwhile, this study found that the compensation offered did not fully meet employee expectations in terms of amount, form, and delivery mechanism. Consequently, these improvements failed to significantly improve employee performance. In addition, other factors, such as work-life balance which are more dominant in influencing performance, can also be the reason why the reward system does not have a significant impact. Gunawan et al. (2023) also stated that rewards have a positive and significant impact on employee performance. In this study, they found that a fair and transparent reward system can increase employee morale and loyalty to the company.

The Influence of Work Life Balance and Reward System on Employee Performance

After testing the *Work life balance* and *Reward system variables* on employee performance variables at PT Elnusa Petrofin Palopo, the F test results show that the calculated

F value is 19.282, which is much greater than the F table of 3.2946 with a significance level of 0.001 so that H3 is accepted, which means that *the work life balance* and *reward system variables* simultaneously influence employee performance at PT Elnusa Petrofin Palopo because the combination of work life balance and rewards together is able to create an environment that supports improving employee performance. In theory, these two variables complement each other. Work-life balance helps create a positive mood and reduces work-related stress, while a reward system encourages external motivation. Employees who do both of these things simultaneously feel materially rewarded and find balance in their personal and work lives, which results in increased performance.

These results are in line with research conducted by several authors, such as (Fitri et al., 2022) who found that the combination of *Work Life Balance* And *Reward system* has a significant influence on employee satisfaction and performance because these two variables work as two complementary sources of motivation. In addition, research by (Setyo Widodo & Yandi, 2022) also found that a combination of internal factors (such as job comfort) and external factors (such as rewards) can significantly increase employee work productivity. Research (Wibisono, 2022) also supports this finding by stating that if organizations can maintain a work-life balance and provide appropriate rewards, employee performance will improve. This is because organizations that achieve both of these goals tend to have more motivated, loyal, and productive employees.

However, the results of this study are not in line with research (Mardiani & Widiyanto, 2021) which states that employee performance is not significantly influenced by reward and work-life balance factors simultaneously, due to other more dominant factors, such as leadership and the work environment. Furthermore, research by (Nuruzzaman et al., 2021) The results show that in cases where the company's management system fails to function properly, the simultaneous influence of both variables is insignificant. This difference in results may be due to differences in organizational conditions, work culture, employee characteristics, and company policies regarding human resource management. In some organizations, rewards may not be a major factor because employees prioritize job stability or social relationships in the workplace.

Thus , it can be concluded that the findings of this study indicate that a comprehensive strategy is very important to improve employee performance. *Reward systems may not have* a significant impact individually, but when used together to manage life balance, they can have a significant effect. This indicates that variables X1 and X2 have a synergistic effect, meaning that they have greater power when tested together than separately. Therefore, organizations must pay attention to both variables simultaneously so that they can optimally improve their employee performance.

Conclusion

Based on the analysis and discussion of research conducted at PT Elnusa Petrofin Palopo on how reward systems and work-life balance affect employee performance, it can be concluded that work-life balance partially and significantly influences employee performance. This indicates that employees' ability to balance their personal and work needs is a crucial component in improving their productivity and work quality. Employees with a good work-life balance tend to be more focused, less stressed, and more productive. In contrast, the reward system variable provided did not show a significant impact on employee performance. This indicates that the company's reward system does not fully meet employee expectations or is not managed fairly, transparently, and appropriately commensurate with workload and

contributions. Consequently, these rewards cannot serve as a primary catalyst for employee advancement.

However, it is evident that work-life balance and the reward system simultaneously have a significant influence on employee performance. This indicates that, although the recovery system does not have a significant influence independently, when combined with work-life balance, both variables still contribute to improving employee performance. In addition, the coefficient of determination obtained indicates that both variables only contribute to the increase. To achieve sustainable employee performance improvement, companies are expected to not only focus on providing rewards, but also improve and provide a reward system to be fairer, clearer, and in accordance with employee needs.

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