

THE EFFECTS OF SELF-EFFICACY, ORGANIZATIONAL COMMITMENT, AND WORK-LIFE BALANCE ON EMPLOYEE JOB SATISFACTION AT MARS CITY HOTEL

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ABSTRACT

Human resources play a strategic role in a company's success. This study aims to examine the influence of self-efficacy, organizational commitment, and work-life balance on employee job satisfaction at Mars City Hotel. The study was conducted at Mars City Hotel, located at Jalan Kertha Dalem, Sidakarya Village, South Denpasar District, Denpasar City, Bali. All 34 employees served as respondents using a saturated sampling technique. Data were collected through observation, interviews, documentation, and the distribution of questionnaires. The analytical techniques used included descriptive analysis and inferential analysis, specifically multiple linear regression, classical assumption tests, the coefficient of determination, the F-test, and the t-test to determine the influence of each independent variable on job satisfaction. The results of the analysis indicate that self-efficacy, organizational commitment, and work-life balance have a positive and significant influence on employee job satisfaction at Mars City Hotel. This implies that improvements in these three variables will lead to an increase in employees' job satisfaction levels.

Keywords: job satisfaction, self-efficacy, organizational commitment, work-life balance

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1. INTRODUCTION

Human resources are a crucial aspect of a company (Iswandi, 2021). According to Muna & Isnowati (2022), human resources are assets that contribute significantly to the achievement of a company's strategic goals. Every company strives to provide optimal job satisfaction to employees in order to achieve established goals (Sitorus et al., 2020). Job satisfaction refers to an employee's positive or negative feelings toward their work (Wildiawanti, 2024).

Mars City Hotel is a hotel located on Jalan Kertha Dalem, Sidakarya Village, South Denpasar District, Denpasar City, Bali Province (80224). The hotel has 96 rooms and is equipped with facilities such as a swimming pool, lobby bar, café, free Wi-Fi, meeting facilities, a restaurant, en suite bathrooms, a minimarket, as well as group lunch and dinner services with table etiquette.

Mars City Hotel management regularly monitors employee job satisfaction, but initial observations indicate that job satisfaction remains low. This issue stems from a mismatch between salaries and wages relative to job responsibilities, as well as non-financial factors such as a lack of teamwork among colleagues in tasks requiring collaboration. This is reflected in the employees' statements in Table 1, where two employees strongly disagree and four employees disagree that the wages received are commensurate with their responsibilities, thereby contributing to the low job satisfaction among Mars City Hotel employees.

Table 1. Employee Job Satisfaction Interview Statements at Mars City Hotel

No.	Statement	SD	D	N	A	SA
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1	I receive wages commensurate with the responsibilities assigned by my supervisor at Mars City Hotel.	2	4	0	1	0
2	I am satisfied with the cooperation among coworkers at Mars City Hotel.	1	3	3	0	0
3	I feel comfortable at work when I receive good supervision from my supervisor at Mars City Hotel.	0	2	4	0	1
4	I feel that Mars City Hotel has taken my skills into consideration when making job placement decisions.	3	2	2	0	0

Source: Primary Data Processed by the Researcher 2026

Self-efficacy is an individual's belief in their ability to complete tasks and fulfill responsibilities in order to achieve success (Kiftiyah & Banin, 2023). This belief is influenced by an individual's motivation to perform tasks effectively (Satria, 2022) and can be assessed positively or negatively based on expectations regarding the outcomes achieved (Jannah et al., 2023). One indicator of self-efficacy is greater competence, which is reflected in an individual's belief in their own capabilities. Based on initial observations through a questionnaire administered to seven Mars City Hotel employees, self-efficacy was analyzed as being in the low-to-moderate range, particularly regarding the self-efficacy component stating, "I feel confident in my own competence to complete tasks assigned by Mars City Hotel," which employees rated at a score of 16, as shown in the data in Table 2.

Table 2. Preliminary Questionnaire Results on Self-Efficacy at Mars City Hotel

No.	Self-Efficacy Component	Score
1	I feel confident in my competence to complete the tasks assigned by Mars City Hotel.	16
2	I feel confident when completing the work assigned by Mars City Hotel.	19
3	I feel enthusiastic when facing challenging work.	21
Total		56
Category		Fairly Low

Source: Processed Data, 2026

Organizational commitment is one of the factors influencing employee job satisfaction at Mars City Hotel. Organizational commitment reflects an individual's ability to align with the organization's goals and the emotional drive to adapt to the organization's values to achieve shared objectives (Ramdhan, 2023). One indicator is sustained commitment, which refers to employees' awareness of the losses incurred if they leave the organization. Based on preliminary observations through a questionnaire administered to seven Mars City Hotel employees, the results in Table 3 indicate that organizational commitment falls into the low category, particularly regarding statements about salary benefits and facilities, with a score of 14. This low level of organizational commitment indicates low employee loyalty, which impacts reduced job satisfaction.

Table 3. Preliminary Questionnaire Results on Organizational Commitment at Mars City Hotel

No.	Organizational Commitment Component	Score
1	I have a strong desire to be involved in the changes taking place at Mars City Hotel.	20
2	I feel a moral obligation to continue working at Mars City Hotel.	17
3	I cannot leave Mars City Hotel because of the benefits I receive, such as an attractive salary and facilities.	14
Total		51
Category		Low

Source: Processed Data, 2026

Work-life balance contributes to increased job satisfaction among Mars City Hotel employees, defined as the equilibrium between work responsibilities, family, and personal life (Wildiawanti, 2024). According to Badrianto & Ekhsan (2021), work-life balance is reflected in low levels of work-family conflict and the

ability to balance both roles effectively. One indicator is time balance, which refers to the equilibrium between time spent on work and activities outside of work. Based on initial observations through a questionnaire administered to seven Mars City Hotel employees, the results in Table 4 indicate that work-life balance falls into the “low” category, particularly regarding the statement on the ability to allocate time fairly, with a score of 17. This condition results in suboptimal work-life balance for employees, leading to frustration and a decline in job satisfaction.

Table 4. Preliminary Questionnaire Results on Work-Life Balance at Mars City Hotel

No.	Work-Life Balance Component	Score
1	I feel that I can divide my time fairly between work and my daily activities.	17
2	I feel psychologically well involved in both my work and family roles.	23
3	I am satisfied with the balance between my work and the time I spend on my daily activities.	21
Total Category		61 Fairly Low

Source: Processed Data, 2026

Based On The Background And These Phenomena, The Author Was Motivated To Conduct A Study Titled “The Effect Of Self-Efficacy, Organizational Commitment, And Work-Life Balance On Employee Job Satisfaction At Mars City Hotel.”

2. LITERATURE AND HYPOTHESES

Job Satisfaction

Job satisfaction reflects cognitive, affective, and evaluative responses that manifest as positive and pleasant feelings toward one’s work, resulting from an individual’s assessment (Badrianto & Astuti, 2023). Widayati (2020) defines job satisfaction as a positive attitude toward work formed through an evaluation of various aspects of the job, whereas low satisfaction triggers negative feelings. Job satisfaction is important because each individual has different characteristics and levels of satisfaction.

Self-Efficacy

Kiftiyah & Banin (2023) define self-efficacy as an individual’s firm belief in their capacity to achieve success through the performance of tasks and responsibilities. Furthermore, Triastini (2022) defines self-efficacy as an individual’s belief in their ability to mobilize the cognitive resources and actions needed to complete tasks optimally, thereby producing good work effectiveness.

Organizational Commitment

According to Ramdhan (2023), organizational commitment is an employee’s ability to align with the organization’s goals and can serve as a competency to enhance contributions toward achieving those goals. An individual’s interest in the organization’s goals fosters strong loyalty, ensuring employees remain committed to staying and working within the organization. Badrianto & Astuti (2023) explain that organizational commitment is reflected in the presence of a stable emotional bond that aligns with organizational values so that shared goals can be achieved. In line with this, Susita et al. (2023) explain that organizational commitment enhances employees’ trust and acceptance of their desire to remain within the organization.

Work-Life Balance

Wildiawanti (2024) defines work-life balance as the equilibrium between work responsibilities, family, and personal life. Fitri & Setyaningrum (2024) state that work-life balance occurs when an individual is able to maintain a proportional balance between work and personal life, thereby performing their duties effectively and experiencing job satisfaction. In line with this, work-life balance, according to Lingga (2020), describes the extent to which an individual participates in a balanced manner between work and life outside of work.

Hypotheses

The Influence of Self-Efficacy on Employee Job Satisfaction at Mars City Hotel

Self-Efficacy can influence job satisfaction. This is evident from the findings of Kiftiyah & Banin (2023), who state that Self-Efficacy can influence job satisfaction through employees' belief in their ability to handle any situation. The findings of Jannah et al. (2023) indicate that self-efficacy has a positive influence () on job satisfaction. This is because high self-efficacy among employees can boost self-confidence and support problem-solving. Consequently, employees are more likely to achieve set goals, leading to a greater sense of accomplishment and fostering a higher level of job satisfaction. Research by Sanjaya et al. (2025) indicates that employee job satisfaction is significantly influenced by self-efficacy. Employees with high self-efficacy tend to have high job satisfaction; thus, employees with good self-efficacy possess the confidence to handle their work more effectively.

H1: Self-efficacy has a positive effect on employee job satisfaction at Mars City Hotel.

The Effect of Organizational Commitment on Employee Job Satisfaction at Mars City Hotel

Organizational commitment can influence job satisfaction. This is evident in the findings of Pally & Septyarini (2022), who explain that organizational commitment has a positive and significant effect on job satisfaction. This indicates a strong belief in the organization's values and achievable goals. The importance of this in the present study stems from its significant influence on work-related behaviors, such as performance, job satisfaction, absenteeism rates, and employee turnover. Employee commitment is evident through their work attitudes, including motivation, willingness, dedication, loyalty, and the desire to remain part of the organization. However, the findings of Arisandi & Heryjanto (2024) indicate that Organizational Commitment has a positive and significant effect on job satisfaction. This is because changes in organizational commitment values have a direct, positive impact on changes in job satisfaction. When organizational commitment increases, there is a corresponding increase in job satisfaction, which is statistically significant. The results of research by Badrianto & Astuti (2023) indicate that organizational commitment impacts job satisfaction. This is because organizational commitment, which influences job satisfaction, affects turnover intention. Additionally, job satisfaction is positively associated with both affective and normative commitment. However, there is a strong relationship between job satisfaction and affective commitment.

H2: Organizational Commitment Has a Positive Effect on Employee Job Satisfaction at Mars City Hotel

The Effect of Work-Life Balance on Employee Job Satisfaction at Mars City Hotel

Work-Life Balance can influence job satisfaction. This is evident in the research by Subarto & Solihin (2025), which states that Work-Life Balance influences job satisfaction. This is because companies recognize that improving work-life balance involves implementing flexible work hours, providing adequate leave, and implementing employee welfare programs. These steps are crucial for enhancing job satisfaction. However, the findings of Emilia et al. (2024) indicate that work-life balance has a significant positive impact on job satisfaction. These findings suggest that the more employees are engaged in an activity, the higher their job satisfaction will be. The research by Fadilla et al. (2023) indicates that work-life balance has a positive and significant effect on job satisfaction. This means that the higher the work-life balance, the greater the increase in employee job satisfaction.

H3: Work-Life Balance Has a Positive Effect on Employee Job Satisfaction at Mars City Hotel

3. RESEARCH METHODS

This study was conducted at Mars City Hotel, located on Jalan Kertha Dalem, Sidakarya Village, South Denpasar District, Denpasar City, Bali. The research objectives were to examine the effects of self-efficacy, organizational commitment, and work-life balance on employee job satisfaction. The population consisted of 34 individuals, with a saturated sample. The data collection used in this study were observation, interviews, documentation, and questionnaires. The research instruments were tested for validity and reliability. The data analysis techniques used were descriptive statistics, inferential analysis

(classical assumption tests, multiple linear regression analysis, and determination analysis (adjusted R^2 , F-test, and t-test)).

4. RESULTS AND DISCUSSION

Research Instrument Validation

a. Validity Test

Table 5. Validity Test Results

Variable	Indicator	Calculated-r	Critical-r	Interpretation
Self-Efficacy (X1)	X1.1	0.944	0.3	Valid
	X1.2	0.916	0.3	Valid
	X1.3	0.856	0.3	Valid
Organizational Commitment (X2)	X2.1	0.907	0.3	Valid
	X2.2	0.929	0.3	Valid
	X2.3	0.928	0.3	Valid
Work-Life Balance (X3)	X3.1	0.830	0.3	Valid
	X3.2	0.860	0.3	Valid
	X3.3	0.876	0.3	Valid
Job Satisfaction (Y)	Y.1	0.876	0.3	Valid
	Y.2	0.754	0.3	Valid
	Y.3	0.800	0.3	Valid
	Y.4	0.842	0.3	Valid
	Y.5	0.855	0.3	Valid
	Y.6	0.743	0.3	Valid
	Y.7	0.768	0.3	Valid

Source: Processed data (2026)

Table 5 shows that all research constructs used to measure the variables of Self-Efficacy, Organizational Commitment, Work-Life Balance, and Job Satisfaction obtained correlation coefficients > 0.3 for each statement relative to the total score. These findings indicate that all items in the research instrument meet the validity criteria and are suitable for use as a research instrument.

b. Reliability Test

Table 6. Reliability Test Results

No.	Variable	Cronbach's Alpha	Interpretation
1	Self-Efficacy (X1)	0.890	Reliable
2	Organizational Commitment (X2)	0.910	Reliable
3	Work-Life Balance (X3)	0.816	Reliable
4	Job Satisfaction (Y)	0.909	Reliable

Source: Processed data (2026)

Based on the reliability test results presented in Table 6, all research instruments had a Cronbach's Alpha coefficient > 0.6 . This means that all variables met the criteria and are considered reliable, making them suitable for use in this study.

Results of Inferential Analysis

Classical Assumption Tests

a. Normality Test

Table 7. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		34
Normal Parameters ^{a, b}	Mean	0.0000000

	Std.	1.89697896
	Deviation	
Most Extreme Differences	Absolute	0.130
	Positive	0.072
	Negative	-0.130
Test Statistic		0.130
Asymp. Sig. (2-tailed) ^c		0.154
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Processed data (2026)

Table 7 shows that the normality test yielded an Asymp. Sig. (2-tailed) value of 0.154, which is greater than the significance level of 0.05. This indicates that the residual data are normally distributed. Thus, the regression model meets the normality assumption criteria.

b. Multicollinearity Test

Table 8. Multicollinearity Test Results

Coefficients ^a			
Model	Variable	Collinearity Statistics	
		Tolerance	VIF
1	Self-Efficacy	0.547	1.828
	Organizational Commitment	0.467	2.140
	Work-Life Balance	0.744	1.343

a. Dependent Variable: Job Satisfaction

Source: Processed data (2026)

Based on the results of the multicollinearity test presented in Table 8, the Tolerance values are 0.547, 0.467, and 0.744, respectively, all of which are greater than 0.10. Additionally, the Variance Inflation Factor (VIF) values for the three variables are 1.828, 2.140, and 1.343, respectively, all of which are below the maximum threshold of 10. These results indicate that there is no high correlation among the independent variables in the regression model.

c. Heteroscedasticity Test

Table 9. Heteroscedasticity Test Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	3.788	1.230		0.004
	Self-Efficacy	-0.034	0.108	-0.069	0.754
	Organizational Commitment	-0.152	0.096	-0.378	0.122
	Work-Life Balance	-0.032	0.106	-0.056	0.768

a. Dependent Variable: res_2

Source: Processed data (2026)

Based on the data presented in Table 9, each variable has a significance value > 0.05. It can be concluded that the regression model does not show signs of heteroscedasticity.

Results of Multiple Linear Regression Analysis

Table 10. Multiple Linear Regression Analysis

		Coefficients ^a			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	13.791	2.154		6.404	0.000
	Self-Efficacy	0.441	0.189	0.290	2.334	0.026
	Organizational Commitment	0.619	0.167	0.498	3.698	0.001
	Work-Life Balance	0.407	0.186	0.233	2.189	0.037

a. Dependent Variable: Job Satisfaction

Source: Processed data, 2026

Based on Table 10, the multiple linear regression equation is:

- $\alpha = 13.791$, which means that the constant value indicates that when the variables of self-efficacy, organizational commitment, and work-life balance are held constant, the estimated Job Satisfaction score is 13.791.
- $\beta_1 = 0.441$, meaning that Self-Efficacy has a positive effect on Job Satisfaction; that is, if Self-Efficacy increases while assuming Organizational Commitment and Work-Life Balance remain constant, Job Satisfaction increases by 0.441.
- $\beta_2 = 0.619$, meaning that Organizational Commitment has a positive impact on Job Satisfaction; that is, if Organizational Commitment increases while assuming Self-Efficacy and Work-Life Balance remain constant, Job Satisfaction increases by 0.619.
- $\beta_3 = 0.407$, meaning that Work-Life Balance has a positive effect on Job Satisfaction, which implies that if Work-Life Balance increases while assuming Self-Efficacy and Organizational Commitment remain constant, Job Satisfaction increases by 0.407.

Results of the Coefficient of Determination (R^2)

Table 11. Coefficient of Determination Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.864 ^a	0.746	0.721	1.98957

a. Predictors: (Constant), Work-Life Balance, Self-Efficacy, Organizational Commitment

Source: Processed data, 2026

Based on Table 11, the Adjusted R^2 value is 0.721, indicating that Job Satisfaction is explained by Self-Efficacy, Organizational Commitment, and Work-Life Balance by 72.1%. Meanwhile, the remaining 27.9% is influenced by other factors outside the scope of this research model.

Results of the F-Test

Table 12. F-Test Results

ANOVA ^a						
Model	Source	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	349.131	3	116.377	29.400	0.000 ^b
	Residual	118.751	30	3.958		
	Total	467.882	33			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work-Life Balance, Self-Efficacy, Organizational Commitment

Source: Processed data, 2026

Table 12 shows a calculated F-value of 29.400 with a significance level of 0.000, which is less than 0.05. This indicates that the regression model used in this study is simultaneously significant; therefore, it is concluded that Self-Efficacy, Organizational Commitment, and Work-Life Balance collectively have a significant effect on Job Satisfaction at Mars City Hotel.

T-Test Results

Table 13. T-Test Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.791	2.154		6.404	0.000
	<i>Self-Efficacy</i>	0.441	0.189	0.290	2.334	0.026
	Organizational Commitment	0.619	0.167	0.498	3.698	0.001
	<i>Work-Life Balance</i>	0.407	0.186	0.233	2.189	0.037

a. Dependent Variable: Job Satisfaction

Source: Processed data, 2026

The t-test statistic is used to determine the individual influence of each variable—the partial effect of the independent variables—in explaining the variation in the dependent variable. Based on Table 13 above, the T-Test results are summarized as follows:

- The Effect of Self-Efficacy (X_1) on Job Satisfaction (Y) at Mars City Hotel
Self-Efficacy has a regression coefficient of 0.441, a calculated t-value of 2.334, and a significance level of $0.026 < 0.05$, indicating that Self-Efficacy has a positive and significant effect on job satisfaction. This indicates that the higher an employee's confidence in their ability to complete tasks, the higher their level of job satisfaction. Therefore, the first hypothesis is accepted.
- The Effect of Organizational Commitment (X_2) on Job Satisfaction (Y) at Mars City Hotel
Organizational Commitment showed a regression coefficient of 0.619, a calculated t-value of 3.698, and a significance level of $0.001 < 0.05$, indicating that Organizational Commitment has a positive and significant influence on job satisfaction. This suggests that employees' commitment to the organization plays a role in enhancing job satisfaction. Thus, the second hypothesis is accepted.
- The Effect of Work-Life Balance (X_3) on Job Satisfaction (Y) at Mars City Hotel
Work-Life Balance has a regression coefficient of 0.407, a calculated t-value of 2.189, and a significance level of $0.037 < 0.05$, indicating that Work-Life Balance has a positive and significant effect on job satisfaction. This suggests that a better Work-Life Balance leads to increased employee job satisfaction. Therefore, the third hypothesis is accepted.

Discussion

The Effect of Self-Efficacy (X_1) on Job Satisfaction (Y)

The analysis results show that self-efficacy has a positive and significant effect on job satisfaction, as evidenced by a regression coefficient of 0.441, a t-value of 2.334, and a significance level of $0.026 < 0.05$. This indicates that as employees' confidence in their ability to complete their work increases, so does the job satisfaction they experience. Employees with high self-efficacy tend to be more confident, able to face work challenges, and have a positive perception of their work environment. These findings align with the research by Jannah et al. (2023), Sanjaya et al. (2025), Handiantini et al. (2022), and Kiftiyah & Banin (2023), which state that self-efficacy has a significant effect on job satisfaction.

The Effect of Organizational Commitment (X_2) on Job Satisfaction (Y)

Organizational commitment was found to have a significant positive effect on job satisfaction with a regression coefficient of 0.619, a calculated t-value of 3.698, and a significance level of $0.001 < 0.05$. This indicates that employees' emotional attachment, sense of belonging, and loyalty to the organization play a crucial role in enhancing job satisfaction. Employees with high organizational commitment tend to feel

proud, engaged, and aligned with the organization's values, leading them to view their work environment more positively. These findings align with the research results of Arisandi & Heryjanto (2024), Badrianto & Astuti (2023), Sandy et al. (2023), and Sari et al. (2023).

The Effect of Work-Life Balance (X_3) on Job Satisfaction (Y)

Work-life balance also has a positive and significant effect on job satisfaction with a regression coefficient of 0.407, a calculated t-value of 2.189, and a significance level of $0.037 < 0.05$. This indicates that employees' ability to balance work demands with their personal and family lives can enhance comfort, reduce stress, and promote job satisfaction. Employees who maintain a good work-life balance tend to work with a more positive attitude and feel valued by the organization. These findings align with those of Subarto & Solihin (2025), Fadilla et al. (2023), Iskandar & Vidada (2024), and Emilia et al. (2024).

5. CONCLUSIONS AND LIMITATIONS

Based on the results and discussion, it can be concluded that self-efficacy, organizational commitment, and work-life balance have a positive and significant effect on job satisfaction among Mars City Hotel employees. This indicates that increased employee self-confidence, commitment and loyalty to the organization, and a balanced relationship between work and personal life contribute to higher levels of job satisfaction among employees.

This study has limitations, namely that the research subjects were limited to employees of Mars City Hotel; therefore, the results cannot yet be generalized to the hospitality industry as a whole. Furthermore, the variables examined are limited to self-efficacy, organizational commitment, and work-life balance, while job satisfaction may also be influenced by other factors such as leadership, training, compensation, organizational culture, work environment, communication, and work motivation, which were not examined in this study.

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