

The Effect of Work Life Balance, Work Environment and Organizational Culture on Employee Performance Through Motivation as an Intervening Variable in the Regional Secretariat of Solok City

Vina Yuniarti¹, Lusiana², Hanna Pratiwi³

^{1,2,3}Putra Indonesia University "YPTK" Padang
E-mail: vinayuniartisekda@gmail.com

This study aims to examine the extent to which work-life balance, the work environment, and organizational culture influence employee performance, with motivation serving as an intervening variable, at the Solok City Regional Secretariat. Data were collected through surveys and the distribution of questionnaires to a sample of 87 respondents. Structural Equation Modeling (SEM) using SmartPLS was employed for analysis. The results indicate a significant influence of work-life balance on motivation and a significant influence of the work environment on motivation; However, organizational culture does not have a significant influence on motivation. Work-life balance significantly influences employee performance, whereas the work environment and organizational culture do not have a significant influence on employee performance. Motivation significantly influences employee performance. Motivation does not mediate the effect of work-life balance on employee performance; it mediates the effect of the work environment on employee performance; and it does not mediate the effect of organizational culture on employee performance.

Keywords: Work-Life Balance, Work Environment, Organizational Culture, Motivation, and Employee Performance

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Corresponding Author:

Vina Yuniarti
Putra Indonesia University "YPTK" Padang
vinayuniartisekda@gmail.com

1. Introduction

In an organization or agency, human resources play a crucial role in determining the effectiveness and success of goal achievement, particularly in relation to employee performance. In the competitive era of globalization, organizations are required to have competent, qualified human resources capable of adapting to change in order to remain superior and face future challenges. As a key component of an organization, employees play the role of planners, implementers, and controllers of activities, so their active involvement significantly impacts the resulting performance level. Therefore, effective workforce utilization through appropriate organizational policies is key to driving increased work productivity. This productivity, in turn, serves as a primary indicator in assessing employee performance. Furthermore, the human resource management function, now increasingly strategic and integrated with other functions within the organization, also strengthens performance improvement efforts. Therefore, regular performance evaluations are a crucial step in ensuring that the full potential of human resources is optimally utilized in achieving organizational goals.(Priansa, 2021).

According to(Fatimah, 2021) performance iswork results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The factors that influence performance are ability and motivation. According to(Suryanto, 2022) Factors that influence performance are knowledge, skills, competence, compensation, motivation, leadership, enthusiasm, work environment, organizational commitment and job satisfaction.. Performance is not an individual characteristic, such as talent or ability, but is a manifestation of the talent or ability itself.

Performance is the results of work and work behavior achieved in completing assigned tasks and responsibilities within a specific period. Performance is a function of motivation and ability. To complete a task or job, a person should have a certain degree of willingness and ability. Performance is the work results achieved by employees in developing their tasks and work originating from the organization. Performance is also a work result produced by an individual through an organizational or company process that can be measured concretely and compared to standards set by the company or organization. (Syahidin et al., 2022).

Performance appraisal refers to a formal, structured system used to measure, evaluate, and influence job-related traits, behaviors, and outcomes, including attendance. Performance appraisal is the process by which individual performance is measured and evaluated. Performance appraisal answers the question of how well an employee performed over a specific period of time. Thus, performance appraisal is the outcome of an employee's work within their scope of responsibility. In a globally competitive business world, high performance is essential for employees. (Sudiri, 2022).

The Solok City Regional Secretariat is a staff element that has a strategic role in assisting the Mayor in formulating policies and coordinating the implementation of regional apparatus duties within the Solok City Government. This institution is led by the Regional Secretary who is responsible for ensuring the implementation of government administration, resource management, and public services are carried out effectively, efficiently, and accountably. In carrying out its functions, the Solok City Regional Secretariat coordinates various sections such as government, economy, development, public welfare, and general administration to support the achievement of the regional development vision and mission. In addition, the Regional Secretariat also plays an important role in improving the quality of the performance of state civil servants through continuous guidance, supervision, and evaluation. With the support of professional and integrity human resources, the Solok City Regional Secretariat is committed to realizing good governance and providing the best services to the community in a transparent and responsive manner. In carrying out its duties, the Regional Secretariat also establishes coordination and cooperation with various related agencies, both at the regional and central levels, to support the smooth implementation of development programs. Furthermore, the use of information technology continues to be enhanced to support the effectiveness of government services and administration. These efforts are expected to improve overall organizational performance and positively impact the well-being of the Solok City community.

Employee performance level Regional Secretariat of Solok City is not optimal. Performance-related issues will always be faced by the management of an agency. Therefore, agency management must understand the factors that influence employee performance. Factors that can influence employee performance will enable agency management to take various necessary policy directions, thereby producing and improving employee performance to meet employee expectations. From this, it can be concluded that the realization of employee performance fluctuates, meaning that the level of employee performance is not optimal, which is suspected to be caused by work life balance, work environment and organizational culture through work motivation.

Work-life balance is a state of balance between two demands where an individual's work and life are equal. Work-life balance, from an employee's perspective, is the choice to manage work obligations and personal or family responsibilities. From a company's perspective, work-life balance is the challenge of creating a supportive culture in an organization where employees can focus on their work while at work. (Rahma et al., 2022).

The work environment is the entirety of the tools and materials encountered, the surrounding environment in which a person works, the work methods, and the work arrangements both as an individual and as a group. The work environment consists of physical factors surrounding the workplace that can influence

employees in carrying out their assigned tasks. It is understandable that the work environment has a significant influence on employee habits in carrying out the work assigned to them. The work environment can influence individuals in carrying out and completing tasks assigned by the organization.(Sabrina, 2021).

Organizational culture is the main solution to external and internal problems, the implementation of which is carried out consistently by a group which is then passed on to new members as the right way to understand, think, and feel about the problems related to the above. Organizational culture is the informalization of a set of values and norms as a control tool for employee steps quickly and easily with others, as well as with people outside the organization as customers and suppliers.(Catio, 2022).

Work motivation is an encouragement for employees\Work according to expectations. Providing motivation to employees can improve performance, resulting in high work enthusiasm and completing tasks assigned by management. It's every manager's job to ensure that employees have a high level of motivation by providing monetary and non-monetary incentives. Highly motivated employees have high work productivity and performance.(Supriyadi, 2023).

Based on research conducted by(Kholifah, 2022)that work-life balance has a significant effect on performance. Research(Asari, 2022)that work-life balance has a positive and significant influence on performance. Research conducted by(Rahma et al., 2022) *work-life balance* has a significant influence on employee performance. Research conducted by(Satria et al., 2024) The work environment has a significant influence on employee performance. Research conducted by(Husna & Prasetya, 2024) The work environment has a significant influence on employee performance. Research conducted by(Adrian, 2024) The work environment has a significant influence on employee performance. Research conducted by(Rima et al., 2023) which states that work motivation has a positive and significant influence on performance. Research conducted by(Fitria et al., 2024) which states that work motivation has a positive and significant influence on performance. Research conducted by(Lazuardi, 2024) which states that work motivation has a positive and significant influence on performance.

Research conducted by(Shakir, 2023)that work-life balance has a significant effect on performance. Research(Kholifah, 2022)that work-life balance has a positive and significant influence on performance. Research conducted by(Ethan, 2023) The work environment has a significant influence on employee performance. Research conducted by(Arthur, 2024) The work environment has a significant influence on employee performance. Research conducted by(Mushyt, 2024) which states that work motivation has a positive and significant influence on performance. Research conducted by(Layek & Kumar, 2024) which states that work motivation has a positive and significant influence on performance.

2. Method

Structural Equation Modeling (SEM) Analysis

This study used the Structural Equation Modeling (SEM) analysis tool using the SmartPLS program. SmartPLS is a component-based approach for testing structural equation models, commonly called SEM. SmartPLS is based on the idea of having two iterative procedures that use least squares estimation for single and multi-component models. By applying these procedures, this algorithm aims to minimize the variance of all dependent variables, therefore the cause and direction between all variables need to be clearly defined. SmartPLS is divided into measurement models and structural models. SmartPLS is a powerful method because it is not based on many assumptions. Data does not have to be multivariate normal distribution (indicators with categorical, ordinal, interval, and ratio scales can be used in the same model). SmartPLS is also more efficient with algorithmic calculations that are capable of estimating larger

and more complex models with hundreds of latent variables and thousands of indicators.(Sukmawati, 2023).

Measurement Model Test (Outer Model)

In data analysis techniques using SmartPLS, there are three criteria for assessing the outer model: Convergent Validity, Discriminant Validity, and Composite Reliability. Convergent validity of a measurement model with reflective indicators is assessed based on the correlation between item scores or component scores estimated using SmartPLS software. An indicator is considered to have good reliability if it has a value above 0.7. We can see this figure by referring to the Outer Loading table in SmartPLS.(Darwin, 2021).In this composite reliability test, there are two tables that must be observed: the values contained in the Composite Reliability table and Cronbach's Alpha, which must be greater than 0.7. For the Discriminant Validity test, it can be seen from the cross-loading value. The correlation value of the indicator to its construct must be greater than the correlation value between the indicator and other constructs. There is another way to test Discriminant Validity by comparing the root value of the Average Variance Extracted (AVE) for each construct with the correlation between the construct and other constructs.

1. *Measurement Model* Validity

The outer model assessment aims to assess the correlation between item or indicator scores and their construct scores, indicating the level of validity of a statement item. Outer model testing is conducted based on the results of a questionnaire trial conducted for all research variables. There are three criteria in the use of data analysis techniques to assess the outer model: Convergent Validity, Discriminant Validity, and Composite Reliability. In the development stage, a correlation of 0.50 to 0.6 is considered acceptable. In research, the limit for convergent validity is above 0.7.

2. *Reliability*

Once the data validity level is known, the next step is to determine the level of data reliability or the level of reliability of each construct or variable. This assessment is done by looking at Composite reliability value and Crombach alpha value. A construct is said to be reliable if it provides a Crombach alpha value > 0.70.

3. R-square

Next, as explained previously, the inner model assessment will be evaluated through the R-Squared value, to assess the influence of certain exogenous latent constructs on endogenous latent constructs to see whether they have a substantive influence.

Path Coefficient and Hypothesis Testing

Inner model or structural model testing is conducted to examine the relationships between variables, their significance values, and the R-square of the research model. Model assessment using PLS begins by examining the R-square for each dependent latent variable. Changes in the R-square value can be used to assess the substantive influence of a particular independent latent variable on the dependent latent variable.

3. Results and Disccusion

Research Description

Table 1. Calculation of Questionnaire Distribution Results

No.	Questionnaire	Amount	Percentage%
1	Distributed questionnaires	87	100
2	Unreturned questionnaires	0	0
3	Incorrectly filled out (defective or damaged) questionnaire	0	0

No.	Questionnaire	Amount	Percentage%
4	Questionnaires suitable for data processing	87	100

Source: Survey Results, 2026

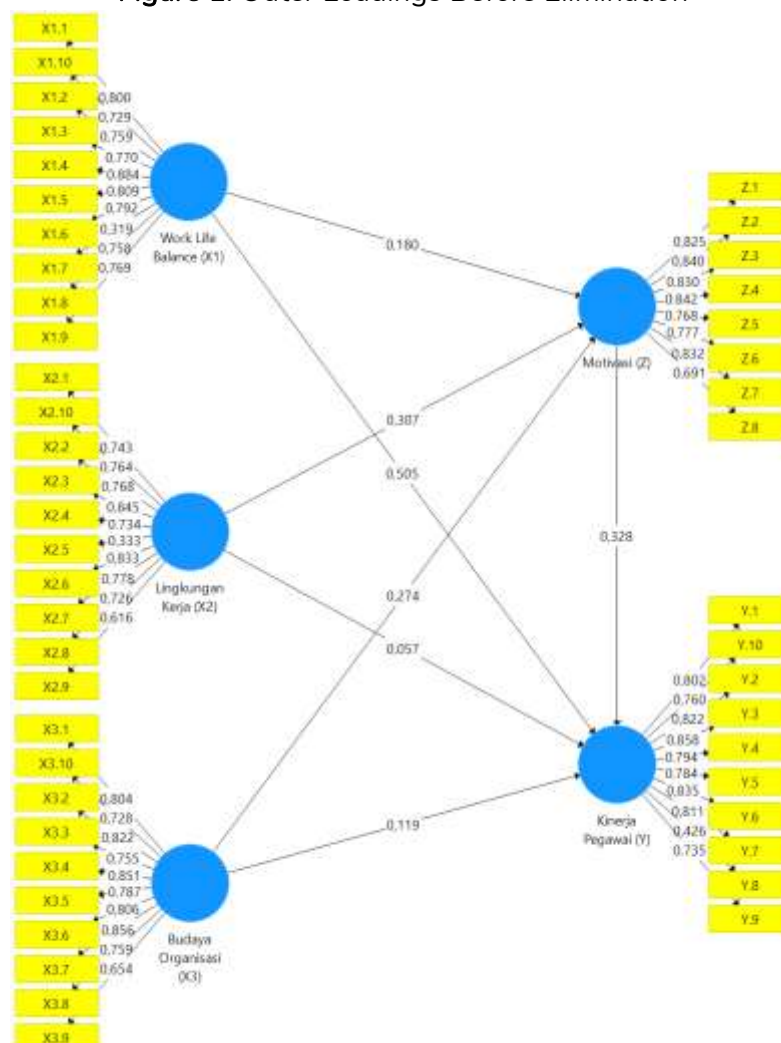
Research Data Analysis

The data processing technique in this study uses the SEM method based on Partial Least Square (PLS) which requires two stages for the assessment of a research model: the outer model and the inner model. The outer model assessment aims to assess the correlation between item or indicator scores and their construct scores, which indicate the level of validity of a statement item. Outer model testing is carried out based on the results of questionnaire trials that have been conducted for all research variables. There are three criteria in the use of data analysis techniques to assess the outer model: Convergent Validity, Discriminant Validity, and Composite Reliability. In the development stage, a correlation of 0.50 to 0.6 is considered adequate or acceptable. In research, the limit for convergent validity values is above 0.7.

Outer Model (Structural Model) Testing Before Elimination

Based on the results Testing the outer model using SmartPLS, obtained the correlation values between the statement items of the research variables as follows:

Figure 1. Outer Loadings Before Elimination

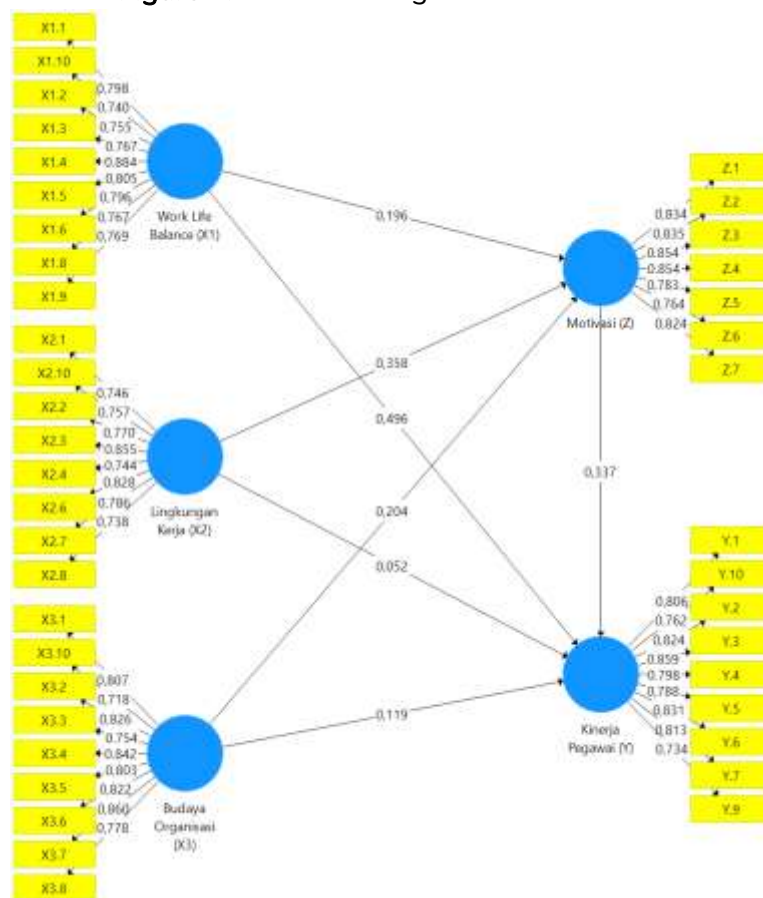


In data analysis techniques using SmartPLS, there are three criteria for assessing the outer model: convergent validity, discriminant validity, and composite reliability. Convergent validity of a measurement model with reflective indicators is assessed based on the correlation between item scores or component scores estimated with PLS software. Indicators are considered to have good reliability if they have a value above 0.7. There are three criteria in the use of data analysis techniques to assess the outer model: convergent validity, discriminant validity, and composite reliability. In the development stage, a correlation of 0.50 to 0.6 is considered adequate or acceptable. In research, the limit value of convergent validity is above 0.7.

Outer Model (Structural Model) Testing After Elimination

Based on the results Testing the outer model using SmartPLS, obtained the correlation values between the statement items of the research variables as follows:

Figure 2. Outer Loadings After Elimination



Average Variance Extracted (AVE) Assessment

The validity criteria for a construct or variable can also be assessed through the Average Variance Extracted (AVE) value for each construct or variable. A construct is considered to have high validity if its value is above 0.50. The AVE values for all variables are presented below.

Table 2. Average Variance Extracted (AVE) Value

<i>Average Variance Extracted (AVE)</i>	
Employee Performance (Y)	0.644
Work Life Balance(X1)	0.620
Work Environment (X2)	0.607
Organizational Culture (X3)	0.644

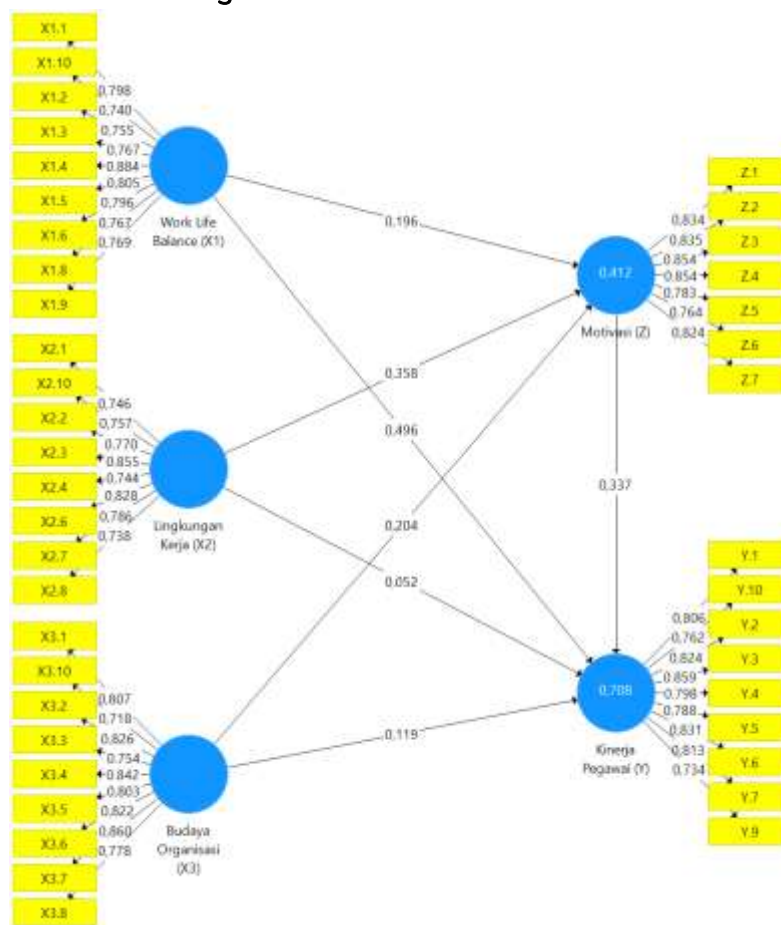
<i>Average Variance Extracted (AVE)</i>	
Motivation (Z)	0.676

Based on Table 2, it can be concluded that all constructs or variables above meet good validity criteria. This is indicated by the Average Variance Extracted (AVE) value above the recommended 0.50 criterion.

Outer Model Testing (Structural Model)

The next testing process is testing the inner model, or structural model, which aims to determine the relationships between hypothesized constructs. The structural model is evaluated by observing the R-Square value for the endogenous construct and the influence it receives from the exogenous construct.

Figure 3. Structural Outer Model



Based on the image above, the structural model above can be formed into the following model equation:

- a. Equation model I, is a description of the magnitude of the influenceconstruct *work-life balance*, work environment and organizational culture to motivation with the existing coefficients plus the error rate which is an estimation error or which cannot be explained in the research model.

$$Z = 0.196X1 + 0.358X2 + 0.204X3$$

- b. Equation model II, is a description of the magnitude of the influenceconstruct *work-life balance*, work environment, organizational culture to motivation on employee performance with each coefficient for each construct plus an error which is an estimation error.

$$Y = 0.496X1 + 0.052X2 + 0.119X3 + 0.337 Z$$

To assess the influence of a particular exogenous latent construct on the endogenous latent construct to see whether it has a substantive influence, the following is an R-Square estimate:

Table 3. Evaluation of R Square Value

	<i>R Square</i>	<i>R Square Adjusted</i>
Employee Performance (Y)	0.708	0.694
Motivation (Z)	0.412	0.391

Source: SmartPLS Model Test Results, 2026

In the table above, the R-Square value for the employee performance variable is 0.708 or 70.8%, so the contribution of the work life balance, work environment, and organizational culture variables is 0.708 or 70.8%. and motivation towards employee performance is 70.8%, the remaining 29.2% is influenced by other variables outside this research such as organizational culture, organizational commitment and job training.

The R-Square value of the Motivation variable is 0.412 or 41.2%, so the contribution of the work life balance, work environment and organizational culture variables to motivation is 41.2%, the remaining 58.8% is influenced by other variables outside this research such as organizational culture, organizational commitment and job training.

PenHypothesis test

Hypothesis testing in this study can be assessed by comparing the t-statistic or calculated t-value with the t-table of 1.96 at 5% alpha. If the t-statistic/calculated < t-table of 1.96 at 5% alpha, then Ho is rejected. If the t-statistic/calculated t-value > t-table of 1.96 at 5% alpha, then Ha is accepted. The following SmartPLS output results illustrate the estimated output for structural model testing.

Table 4. Results for Inner Weights Direct Affect

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Val ues</i>
<i>Work Life Balance</i> (X1) -> Motivation (Z)	0.196	0.177	0.099	1,976	0.049
Transformational Leadership (X2) -> Motivation (Z)	0.358	0.357	0.113	3,162	0.002
Organizational Culture (X3) -> Motivation (Z)	0.204	0.203	0.112	1,811	0.071
<i>Work Life Balance</i> (X1) -> Employee Performance (Y)	0.496	0.491	0.083	5,989	0,000
Transformational Leadership (X2) -> Employee Performance (Y)	0.052	0.058	0.092	0.564	0.573
Organizational Culture (X3) -> Employee Performance (Y)	0.119	0.130	0.106	1,122	0.263
Motivation (Z) -> Employee Performance (Y)	0.337	0.325	0.079	4,255	0,000
<i>Work Life Balance</i> (X1) -> Motivation (Z) -> Employee Performance (Y)	0.066	0.057	0.036	1,861	0.063
Transformational Leadership (X2) -> Motivation (Z) -> Employee Performance (Y)	0.121	0.116	0.046	2,605	0.009
Organizational Culture (X3) -> Motivation (Z) -> Employee Performance (Y)	0.069	0.068	0.042	1,619	0.106

4. Conclusion

1. There is a significant influence on work life balance to motivation.
2. There is a significant influence of the work environment to motivation.
3. There is no significant influence of organizational culture to motivation.
4. There is a significant influence on work life balance to employee performance.
5. There is no significant influence of the work environment to employee performance.
6. There is no significant influence of organizational culture to employee performance.
7. There is a significant influence of motivation to employee performance.
8. There is an insignificant effect on work life balance to employee performance through motivation.
9. There is a significant influence of the work environment to employee performance through motivation.
10. There is no significant influence of organizational culture to employee performance through motivation.

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