

## Improving Employee Performance Through Work-Life Balance and Job Motivation at Pdam Majalengka

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### Keywords

non-physical work environment; job satisfaction; teachers' work discipline.

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### Abstract

This study aims to analyze efforts to improve employee performance (Y) at PDAM Majalengka through the enhancement of work-life balance (X1) and work motivation (X2). The research applies a quantitative method with an associative approach and a cross-sectional design. Data were collected through structured questionnaires distributed to 111 employees who met the predetermined research criteria. The sampling technique applied purposive sampling to ensure respondents possessed relevant job experience and organizational tenure. Data analysis procedures consisted of validity testing, reliability testing, classical assumption testing, multiple linear regression analysis, and hypothesis testing using the t-test supported by IBM SPSS version 26. The findings indicate that work-life balance exerts a positive and statistically significant effect on employee performance (sig. 0.030 < 0.05). Work motivation demonstrates a positive and statistically significant effect on employee performance (sig. 0.025 < 0.05). The regression model confirms that both independent variables contribute meaningfully to variations in performance levels among employees. The Adjusted R Square value of 0.115 indicates that 10% of the variance in employee performance is explained by work-life balance and work motivation. The remaining 90% of performance variance reflects the influence of other variables beyond the scope of the present research model, including organizational culture, leadership style, job satisfaction, compensation systems, and work environment factors.

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## INTRODUCTION

The success of a company depends on the ability to make optimal use of resources. Human resources, as the main driver of operations, play a role in the achievement of organizational goals. The company's effectiveness in achieving organizational goals can be seen from the quality of its employee performance. Employee performance itself is the result of individual work, both in terms of quality and quantity, in carrying out tasks according to the responsibilities given, with set standards, so as to produce quality output. (Mac Donal, B. W., 2023).

Human resource management has the goal of increasing employee contributions to achieve company productivity. The success of a company depends on the performance of its employees, the higher the performance of employees, the better the overall performance of the company. Performance is the results obtained by an organization, both profit oriented and non-profit oriented organizations that are produced over a period of time the work results that can

be achieved by a person or a group of people in an organization, in accordance with their respective authority and responsibility, in order to achieve the organization's goals legally, not unlawfully, and in accordance with morals and ethics.(Busro, 2018)

Optimal performance aims to achieve organizational goals by ensuring that individuals and teams are able to meet the strategic goals that have been set. It aims to improve efficiency by optimizing the use of resources, resulting in better results at lower costs. The performance of each employee is different, influenced by various factors, including (Afridah et al., 2025) *Work Life Balance* and work motivation which play a role in determining the level of employee performance. According to, states that Asari, (2022)*Work Life Balance* is the ability of individuals to carry out responsibilities between personal and work life, as well as to be committed to activities outside of work. Work motivation comes from internal motivation and maintaining behavior to achieve goals according to the scope of work. These two factors affect the ability of employees to carry out tasks and responsibilities, so that (Saliano et al., 2024)*work life balance* and work motivation are factors in improving employee performance.

Several previous studies have shown differences in findings (research gap) related to the influence of *Work Life Balance* and motivation on employee performance. For example, research found that (Natakusumah, M. et al, 2020)*Work Life Balance* has a positive effect on employee performance, while it states that Wismawan & Luturlean (2022)*Work Life Balance* has no effect. Similarly, on work motivation, research shows a positive effect on performance, but found that motivation does not have a significant effect on employee performance. Sembiring, (2020)Kasyifillah & Prijati, (2023)

As an institution responsible for the provision and distribution of clean water, PDAM has a role in maintaining the quality of public services. Decreased motivation and productivity of some employees which can affect the effectiveness of the company's operations. The phenomenon that occurred in PDAM Majalengka Regency, West Java shows a decline in employee performance. Therefore, this study aims to identify factors that affect employee performance, such as work motivation and *work-life balance*, in order to support PDAM Majalengka in maintaining optimal public services.

*Work Life Balance* is the achievement of personal balance and satisfaction in both work and non-work roles, which is influenced by job demands, family support, and personality characteristics. According to him, work (Rostianti et al., 2025)Mahardika et al., (2022)*life balance* has 4 forming dimensions, namely: WIPL (*work interference with personal life*), PLIW (*personal life interference with work*), plew (*personal life enhancement of work*) and WEPL (*work enhancement of personal life*). *Work Life Balance* itself has 3 dimensions, namely: *time balance*, *involvement balance* and *satisfaction balance*. *Work Life Balance* includes four indicators, namely: time, behavior, tension, and energy. The (Salsabilla et al., (2022)*Work Life Balance* indicator is time balance, related to time used, balance of engagement and balance of satisfaction. (Ganapathi,2016)

The novelty of this research lies in several aspects. First, it focuses specifically on PDAM Majalengka, a regional water utility company in West Java that has not been extensively studied in the employee performance literature. Second, it simultaneously examines work-life balance and work motivation as predictors of employee performance, addressing a gap in studies that have examined these variables separately. Third, it uses a sample of 111 employees calculated using the Slovin formula with a 5% error margin, providing statistical power for

multiple regression analysis. Fourth, it addresses the contradictory findings in previous literature by providing empirical evidence from a specific organizational context (public sector water utility). Fifth, it uses the Job Demands-Resources (JD-R) theory (Bakker & Demerouti, 2017) as a theoretical framework, which has not been extensively applied to PDAM settings. The purpose of this study is to identify and analyze the influence of work-life balance and work motivation on employee performance at PDAM Majalengka, in order to support the company in maintaining optimal public services. The contribution of this research is to provide empirical evidence on the factors affecting employee performance in a regional water utility context and to address the contradictory findings in previous literature. The benefits include: first, providing evidence-based recommendations for PDAM Majalengka management to improve employee performance through enhancing work-life balance and work motivation; second, contributing to the literature on public sector human resource management in Indonesia; third, serving as a reference for other PDAMs facing similar employee performance challenges; and fourth, providing a basis for policy development at the regional government level regarding public sector employee welfare and motivation programs.

### **H1: The better *the Work Life Balance*, the higher the employee's performance.**

Work motivation is a factor that needs to be considered at PDAM Majalengka. A high workload without the support of a reward system, clear career opportunities, and a conducive work environment can reduce employee morale, leading to a decrease in their loyalty and productivity. Motivation comes from the Latin word *movere* which means drive or drive. Motivation is needed because it can raise, channel, and support human behavior to work hard and enthusiastically to achieve optimal results. Motivation is a series of attitudes and values that influence individuals to achieve specific things according to their personal goals. These attitudes and values are invisible, but they provide the power to encourage individual behavior in achieving goals. The dimensions of work motivation were measured, namely social extrinsic regulation, material extrinsic regulation, introjected regulation, identification regulation, and intrinsic motivation. (Djaman,2021)(Salsabilla et al., 2022)

According to the 3 indicators in work motivation (Setiawan, 2021)*direction of behavior*, *level of effort*, and *level of persistence*. Indicators of work motivation are: hard work, future orientation, high level of ideals, task or goal orientation, effort to advance, perseverance, time utilization, and selected colleagues. The work motivation indicator states that as an indicator of motivation is the development of responsibility in doing work, self-development, and independence in acting.(zebua et al., 2022)(Tupti et al., (2022)

### **H2: The higher the work motivation, the higher the employee's performance.**

## **METHOD**

### **Research Design**

This study used descriptive and verifiable methods with a quantitative approach. The descriptive method is used to describe systematically and accurately the conditions or values of one or several variables. Meanwhile, the verification method aims to test hypotheses obtained from descriptive results with the help of statistical analysis, so that it can be known whether the hypothesis is accepted or rejected. This study aims to determine the relationship

and influence of (São Paulo, 2016)(Scott, 2016) *Work Life Balance* (X1) and Work Motivation (X2) on Employee Performance (Y) at PDAM Majalengka.

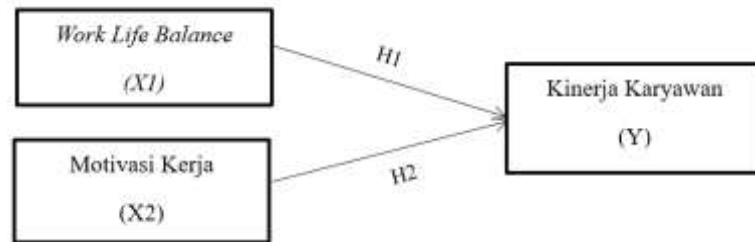


Figure 1. Associative Research Design

### Population and Sample

The population in this study is 153 employees of PDAM Majalengka. To determine the number of samples to be used in this study, the researcher used the Slovin formula. The calculation is as follows:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{153}{1 + 153(0,05)^2}$$

$$n = \frac{153}{1 + 153(0,0025)}$$

$$n = \frac{153}{1,382} = 110,71$$

The sample size obtained through the calculation of *the Slovin* formula was rounded to 111 respondents. As for the explanation: n is the sample size, N is the total population of 153 employees, and e shows an error rate of 5% (0.05).

### Data Types and Sources

This study uses primary and secondary data. The primary data in this study was obtained directly from PDAM Majalengka through interviews and the distribution of questionnaires to employees. The secondary data sources obtained in this study are from books, journals, articles and other sources of information related to the research conducted.

### Data Collection Techniques

Field Research with direct observation of PDAM Majalengka employees through the distribution of questionnaires, interviews and observations. The scale used for the benchmark used is the Likert Scale to measure the perception of each respondent. Literature study by studying various references, journals, literature, books and other literature that have a relationship with the problems discussed in this study.

### Data Analysis Techniques

The instrument test included a validity test using *Pearson Product Moment* at  $\alpha$  0.05 and a reliability test using *Cronbach Alpha* with a criterion of  $\alpha \geq 0.7$  to ensure the consistency of respondents' answers. Data analysis techniques include classical assumption tests in the form of *Kolmogorov-Smirnov normality tests*, multicollinearity tests through *Tolerance* and

*Variance Inflation Factor*, correlation analysis, determination coefficients, multiple linear regression analysis, t-tests for hypothesis testing.

## RESULT AND DISCUSSION

### 1. Respondent Characteristics

The study classified respondents who filled out questionnaires based on various characteristics. An explanation of these characteristics is presented to understand the relationship between respondent profiles and research variables. In addition, the results of data analysis related to respondent characteristics are reviewed in Table 1.

**Table 1. Characteristics of Respondents Based on Gender, Age, Education and Years of Service**

Characteristics Respondent	Number of Respondent	
	In the picture	Percentage
Gender:		
Man	83	75%
Woman	28	25%
Age:		
< 18 – 25 years	39	16%
26 – 30 years	18	11%
31 – 35 years	12	22%
36 – 40 years	24	16%
> 41 years	18	35%
Education:		
High School/Vocational School	47	42%
Diploma (D1/D2/D3/D4)	5	5%
S1	57	51%
S2	2	2%
Length of service:		
1 - 2 years	20	18%
2 – 4 years	12	11%
4 – 6 years	12	11%
> 6 years	67	18%

Source: Data processed 2026

Based on the respondent characteristics table, the majority of respondents were male as many as 83 people (75%). Female respondents were 28 people (25%). The composition of the respondents showed the dominance of men in the study. Based on age, the age group under 25 years old is 39 people (16%). Ages 26–30 years as many as 18 people (11%). Ages 31–35 years as many as 12 people (22%). Ages 36–40 years as many as 24 people (16%). Over 41 years old as many as 18 people (35%). Based on education, 57 (51%) S1 graduates are graduates. There are 47 (42%) high school/vocational school graduates. Diploma graduates as many as 5 people (5%). S2 graduates as many as 2 people (2%). Based on the working period, 67 respondents with a working period of more than 6 years. The working period of 1-2 years is 20 people (18%). The working period of 2-4 years is 12 people (11%). The working period of 4-6 years is 12 people (11%). The characteristics of the respondents showed male dominance, undergraduate education, relatively long work experience.

## 1. Validity and Reliability Tests

The validity test was carried out to assess the extent to which the research instrument was able to measure the variables being studied precisely. In this study, validity testing was carried out using the Pearson Product Moment correlation method with the criterion that the r-count value must be greater than the r-table which is 0.186 for a sample of 111 respondents at the significance level of  $\alpha = 0.05$ .

**Table 2. Research Instrument Validity Test Results**

Statement	r count			R table	Remarks
	<i>Work Life Balance</i>	Work Motivation	Employee Performance		
1	0,755	0,533	0,779	0,1866	Valid
2	0,692	0,549	0,595	0,1866	Valid
3	0,662	0,585	0,552	0,1866	Valid
4	0,771	0,433	0,612	0,1866	Valid
5	0,818	0,472	0,750	0,1866	Valid
6	0,804	0,444	0,873	0,1866	Valid
7	0,770	0,476	0,886	0,1866	Valid
8	0,857	0,466	0,667	0,1866	Valid
9	0,773	0,310	0,859	0,1866	Valid
10	0,444	0,363	0,826	0,1866	Valid
11	0,747		0,887	0,1866	Valid
12	0,802		0,899	0,1866	Valid
13	0,728		0,846	0,1866	Valid
14	0,807		0,904	0,1866	Valid
15	0,755		0,899	0,1866	Valid
16	0,775		0,880	0,1866	Valid
17	0,795			0,1866	Valid
18	0,693			0,1866	Valid
19	0,682			0,1866	Valid
20	0,818			0,1866	Valid

Source: Data processed 2026

The validity test in this study used the Pearson Product Moment correlation, through the comparison of the r-calculated value of each statement item with the r-table at the significance level of  $\alpha = 0.05$ . The number of respondents resulted in an r-table value of 0.1866 as the basis for testing. The results of the validity test of *the Work Life Balance* (X1) variable showed that the value of r-count ranged from 0.444–0.857, all of which was greater than the r-table of 0.1866, so that each statement item was considered valid. The results of the validity test of the Work Motivation variable (X2) showed that the r-calculation value ranged from 0.310–0.585, all of which exceeded the r-table of 0.1866, so that the indicator was able to measure the research construct precisely. The results of the validity test of the Performance variable (Y) showed that the r-calculation value ranged from 0.552–0.904, all of which were greater than the r-table 0.1866, so that all statement items were declared valid and suitable for use as research instruments. Meanwhile, the results of the reliability test for the three variables are presented in Table 3 below:

**Table 3 Research Instrument Reliability Test Results**

Variable	Cronbach's Alpha	R table	Reliability Level
<i>Work Life Balance</i>	0.964	0,7	Reliable
Work Motivation	0.787	0,7	Reliable
Employee Performance	0.956	0,7	Reliable

Source: Data processed 2026

The results of the reliability test showed that the *Work Life Balance* ( $X_1$ ) variable obtained a *Cronbach's Alpha* value of 0.964. The Work Motivation variable ( $X_2$ ) obtained a *Cronbach's Alpha* value of 0.787. The Employee Performance variable (Y) obtained a *Cronbach's Alpha* value of 0.965. *Cronbach's Alpha* values on all variables are at an acceptable level of reliability based on the test criteria. The research instruments on *the variables Work Life Balance* ( $X_1$ ), Work Motivation ( $X_2$ ), and Employee Performance (Y) were declared reliable and feasible to be used at the next stage of data analysis.

## 2. Classic Assumption Test

### a. Multicollinearity Test

In this study, the multicollinearity test aims to check whether there is too high a correlation between independent variables in a multiple regression model. A multiple regression model is considered ideal if it does not show the presence of multicollinearity. The examination was carried out by observing the Tolerance and VIF scores. The regression model is considered to be free of multicollinearity if the Tolerance score is  $> 0.10$  and the VIF score is below 10.

**Table 4. Multicollinearity Test Result**

Variable	Coefficients <sup>a</sup>	
	Collinearity Statistics	
	Tolerance	LIVE
<i>Work Life Balance</i>	0.999	1.001
Work Motivation	0.999	1.001

Source : Data processed 2026

Based on the results of the multicollinearity test, the *Work Life Balance* ( $X_1$ ) variable had a Tolerance value of 0.999 and a VIF value of 1.001. Meanwhile, the Work Motivation variable ( $X_2$ ) also has a Tolerance value of 0.999 and a VIF value of 1.001. The tolerance value in both variables was above 0.10 and the VIF value was below 10, so there was no evidence of multicollinearity. This shows that independent variables do not have a strong relationship. Thus, the multiple regression model in this study is feasible to use for further analysis.

### b. Normality Test

The normality test in this study aims to evaluate whether the residual multiple regression model follows the normal distribution using the Kolmogorov–Smirnov method on the unstandardized residuals. Residual is declared to be normally distributed if the significance value is greater than 0.05. The results of the normality test showed an Asymp. Sig. (2-tailed) of 0.200, greater than the 0.05 limit. This condition shows residual data in a normally distributed multiple regression model. The multiple regression model meets the assumption of normality, is suitable for regression analysis as well as subsequent hypothesis testing.

### 3. Multiple Regression Analysis

The multiple regression results obtained from the calculation are shown in the following Table 5:

**Table 5. Multiple Linear Regression Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	47,814	7,214		6,628	,000
<i>Work Life Balance</i> (X <sub>1</sub> )	,100	,046	,195	2,195	,030
Work Motivation (X <sub>2</sub> )	,341	,151	,201	2,266	,025
Adjusted R Square = 0.115					
F Statistics = 6.219 and sig < 0.003					

Source: Data processed 2026

The value of the determination coefficient (Adjusted R Square) of 0.115 showed that the variables *Work Life Balance* and *Work Motivation* were able to explain the variation in Employee Performance by 11.5%, while the remaining 88.5% was explained by other variables outside the research model. The value of F calculated in table 5 above is 6.219 with sig. < 0.003, the regression model is simultaneously significant in explaining the influence of *Work Life Balance* and *Work Motivation* on Employee Performance. Based on table 5, a multiple regression equation was obtained, namely  $Y = 47.814 + 0.100 X_1 + 0.341 X_2$ .

The results of the first hypothesis test obtained a calculated t-value of 2.195 with a sig. value of 0.030 which shows that there is a positive and significant influence of *Work Life Balance* on Employee Performance. The magnitude of the influence of *Work Life Balance* on Employee Performance is 0.100 and shows a positive direction. Thus, the hypothesis that states that the better *the Work Life Balance*, the higher the employee performance will be accepted.

The results of the second hypothesis test obtained a t-value of 2.266 with a sig. value of 0.025 which shows that there is a positive and significant influence of *Work Motivation* on Employee Performance. Based on the standardized coefficient (Beta) value, *Work Motivation* has a slightly more dominant influence than *Work Life Balance* on Employee Performance. Thus, the hypothesis that states that the higher the work motivation, the higher the employee performance is accepted.

#### 1. Influence of *Work Life Balance* (X<sub>1</sub>) on Employee Performance (Y)

The results of the study show that *Work Life Balance* has a positive and significant influence on Employee Performance. These findings can be seen from the results of hypothesis testing that show a positive relationship between *Work Life Balance* and improved performance. This condition suggests that employees who are able to balance the demands of work with personal life tend to show higher levels of performance. This balance provides space for employees to maintain psychological conditions, work energy, and focus on completing organizational tasks optimally.

Theoretically, these findings are in line with the concept of *Work Life Balance* which explains that the balance between work roles and personal life contributes to individual well-being and effectiveness at work. Individuals who are able to manage the demands of work without neglecting personal needs tend to have lower stress levels and more stable work capacity. This condition allows employees to allocate time, energy, and attention more

effectively in completing work tasks. Thus, work-life balance is a factor in supporting the achievement of sustainable performance in the organization.(Haar et al., 2018)(Bakker & Demerouti, 2017)(Delecta, 2019)

This view is also in line with the perspective of organizational behavior which explains that the psychological condition of employees affects the quality of the work results produced. A work environment that provides space for employees to balance work and personal life will create higher levels of work engagement. Employees with a good work-life balance tend to show more optimal work motivation, organizational commitment, and productivity. This condition strengthens the argument that (Haar et al., 2018)*Work Life Balance* is one of the factors that affect the success of the organization through improving employee performance.

The results of this study are also in line with several previous studies. Research conducted by shows that Son and Wibowo (2020)*Work Life Balance* has a significant positive effect on the performance of employees in the service sector. Research has found that work-life balance contributes to increased employee productivity and quality of work. The results of the study show that employees with a good Sari and Nugroho (2021)Rahman and Suryadi (2022)*Work Life Balance* tend to have a higher level of performance than employees with a low level of work balance. Research also proves that organizational policies that support work-life balance can significantly increase work engagement and employee performance. Research shows that the implementation of an effective Kim dan Park (2023)( Imawan, Lesmana, and Muslih (2024)*Work Life Balance* policy has an effect on improving employee performance through increased job satisfaction and work engagement.

The findings of this study show that work-life balance is one of the factors in improving employee performance. Employees who are able to manage work roles and personal lives in a balanced manner will have a better level of work concentration, emotional stability, and work commitment. This condition encourages employees to complete tasks effectively and achieve the work targets that have been set by the organization.

## **2. Effect of Work Motivation (X2) on Employee Performance (Y)**

The results of the study show that Work Motivation has a positive and significant influence on the Performance of PDAM Employees. Empirical evidence is seen through the results of the t-test with a significance value of less than 0.05. This condition shows an increase in the level of work motivation followed by an increase in employee performance in carrying out public service duties. Employees with a high level of motivation show work ethic, responsibility, and commitment to the organization's targets.

Employees with high levels of work motivation perform more optimally. Public service organizations such as PDAM demand speed of response, accuracy of service, and quality of interaction with the community. The demands of the job require a strong internal drive in employees. Work motivation provides psychological energy for individuals to carry out tasks consistently. A high level of motivation results in a productive work orientation and an improvement in the quality of work results.

High work motivation provides encouragement for employees to increase their work efforts. Individuals with strong motivations tend to have higher organizational commitment. This condition encourages work involvement and increased productivity in the organization.

Work motivation also increases the individual's diligence in completing tasks. Consistent work behavior results in the achievement of organizational work targets more optimally.

Theoretically, the research findings are in line with the theory of work motivation which states motivation as a psychological force that directs the work behavior of individuals in an organization. Work motivation comes from the intrinsic and extrinsic needs of individuals. Intrinsic motivation is related to achievement, self-development, job satisfaction. Extrinsic motivation has to do with organizational rewards, compensation systems, performance recognition. High motivation increases the intensity, direction, perseverance of employees' work behavior in the organization.( Pinder, 2019 )( Ryan & Deci, 2020 )( Gagné et al., 2019 )

The findings of the study are also in line with the perspective of Job Demands–Resources Theory which explains that psychological resources such as work motivation are able to increase work involvement and individual performance. Work motivation increases individual engagement in work. The high level of work involvement results in more optimal task performance and contextual performance. This condition strengthens the employee's contribution to the achievement of organizational goals. This relationship shows the role of work motivation in improving the performance of employees of public service organizations.(Bakker & Demerouti, 2017)

Empirically, the results of the research are consistent with various previous studies. Research shows that work motivation has a significant positive effect on the performance of employees in the public service sector. Research by Putri and Wibowo (2020) found that work motivation makes a significant contribution to improving individual performance in organizations. Research by Sari and Santoso (2021) shows that work motivation has a positive effect on employee productivity and work quality. Research by Kim and Park (2022) proves that work motivation increases work engagement as well as individual performance in organizations. Research shows that work motivation improves employee performance through strengthening work engagement and job satisfaction.Hermawan and Nugraha (2019)Imawan et al., (2024)

Based on the results of the study, it can be concluded that work motivation has a role in improving the performance of PDAM employees. Increased work motivation can be done through a fair reward system, competency development opportunities, clarity of performance appraisals, and support from organizational leaders. This strategy is able to increase work engagement and employee organizational commitment. Increased work motivation results in more productive individual performance. These conditions support the achievement of the goals of public service organizations in a sustainable manner.

## CONCLUSION

The results of the study show that *Work Life Balance* has a positive and significant influence on the performance of PDAM employees in Majalengka Regency. A balance between the demands of work and personal life improves work focus, emotional stability, effectiveness of task completion. Employees with a good *level of Work Life Balance* have a more stable psychological condition. Stable psychological conditions support the ability to complete work optimally. The findings of the study show that work-life balance is a factor in increasing the productivity of employees in the public service sector. Work motivation shows a positive and

significant influence on the performance of PDAM Majalengka Regency employees. A high level of motivation reflects internal motivation in the form of the need to excel, recognition of work, responsibility for organizational tasks. Employees with high work motivation show work morale, organizational commitment, and consistency in achieving work targets. This condition shows work motivation as a psychological factor that strengthens productive work behavior. Increasing work motivation results in an improvement in the quality of work results and the effectiveness of public services. The findings of the study show that *Work Life Balance* and work motivation have a role in explaining the variation in employee performance. Employee performance is influenced by the psychological condition of the individual in managing the demands of the job. Work-life balance provides emotional stability for employees. Work motivation provides internal encouragement in the implementation of organizational tasks. The interaction of the two factors results in productive work behavior and more optimal performance achievement. Improving the quality of human resources of PDAM Majalengka Regency requires strengthening organizational policies that support *Work Life Balance*. Flexible working hours policy, managerial support, conducive work environment improves employee welfare. Increasing work motivation is carried out through an objective performance reward system, competency development opportunities, and clarity of the performance appraisal system. The strategy increases work engagement and employee organizational commitment. Effective human resource management has the potential to improve the quality of public services. The development of further research requires the addition of variables that have the potential to affect employee performance. This study provides an empirical overview of the factors that affect the performance of PDAM employees of Majalengka Regency. *Work Life Balance* contributes to the psychological stability of employees. Work motivation strengthens the work commitment and individual productivity of the organization. The combination of these two factors plays a role in improving the quality of employee performance in the public service sector. Organizational policies that support work-life balance and strengthen work motivation have the potential to increase the achievement of organizational goals optimally.

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