

# The Effect of Work Motivation, Work Environment, and Work Life Balance on Employee Performance at PT. AngkasaPura I (Persero) Sultan Aji Muhammad SulaimanSepinggan Airport - Balikpapan

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## Abstract:

**Background:** Based from previous research, it is known that there are several factors that influence the work performance of employees in a company. These factors include work motivation, work environment, and work life balance. In writing this journal, it will be explained about the influence of these three factors on the performance of employees at PT. AngkasaPura I (Persero) Sultan Aji Muhammad SulaimanSepinggan Airport, Balikpapan.

**Materials and Methods:** This research was conducted by data collection methods through questionnaires to 139 employees and multiple linear regression analysis methods with SPSS 24 analysis tools.

**Results:** The results of the study note that work motivation, work environment and work life balance factors can simultaneously have a positive effect on employee performance. This can be seen from the value of the F test that is  $0,000 < 0.05$  (significantly lower than the margin error). But partially, the work-life balance factor does not significantly influence employee performance.

**Conclusion:** These three factors can simultaneously have a positive effect, but partially, the work-life balance factor does not significantly influence employee performance at PT. AngkasaPura I (Persero) Sultan Aji Muhammad SulaimanSepinggan Airport, Balikpapan.

**Key Word:** Work Motivation; Work Environment; Work Life Balance; Employee Performance.

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## I. Introduction And Literature Review

Employees are important resources for a company. Employees or human resources of the company must have the ability to think innovative, creative, and have a positive ability to contribute to a company. The potentials of this employee can influence the company's performance to achieve its vision and mission.

A company must be responsible for paying attention to conditions or problems that can affect the performance of its employees. This is done because employees are important assets that support maximum company performance. Therefore, human resource management needs to be done.

Work motivation and work-life balance or balance between life and work is a psychological need that is a concern in the management of human resources in a company. The existence of good motivation and balance can help employees to be productive, both in their personal lives and improve professional work performance.

Besides, the company must also create a comfortable and positive work environment, so that it can create a good work spirit for its employees. The work environment is one of the factors that can influence employees in carrying out their duties and work well. A healthy, good and pleasant work environment will encourage employees' feelings and productivity at work, so that they can foster employee enthusiasm or motivation to work more actively, effectively and efficiently.

PT. AngkasaPura I (Persero) as a government-owned company engaged in the management of airport services in Indonesia, also seeks to ensure that employees have high competence and performance. Therefore, in this study will be surveyed on employee performance that focuses on work motivation factors, work environment, and work-life balance, which is intended as an input and maintain the independence of the company's own.

The core of the Malaysian economic development comes through the growth of private enterprises. The government of the country has played an active role by structuring a balanced plan strategy. The country is also attributed largely to utilize and develop all its country's natural, mineral and human resources. In fact, Har (2008) also mentioned that, even though the 1980's onwards, the emphasis of public policy has been changed

through relaxing the Government's role in the economy. The major objective of the government was to enhance the export promotion and import substitution. The growth of private sector activity has played a major role for the growth achieved by the country.

Before discussing the definition of work motivation, we will first discuss the notion of motivation in general. According to Robbins and Timothy (2013), motivation is defined as a process that explains the intensity, direction, and confidence of individuals to achieve their goals. Furthermore, Jason A, Jeffery, and Michael (2014) explain the motivation that comes from within or outside of employees to start a related business, determine the direction, intensity, and persistence of the work. Motivation is a critical consideration because the effective employee performance will require the ability and motivation.

Motivation can be interpreted as the strengths, behavior, and factors that influence individuals to behave in certain ways, with the hope that these actions can lead to the achievement of goals and targets. Work motivation can be seen from the quality, leadership, and desire to improve work skills (Michael Armstrong and Stephen Taylor, 2014).

Work motivation is a form of willingness to implement a high effort to achieve corporate objectives and is conditioned by the ability to meet the needs of a particular individual. Motivation associated with individual processes related to achieving the goal, with three main components: energy, direction, and persistence (Robbins and Mary, 2011).

There is a best-known theory of motivation by Abraham Maslow. Robbins and Mary (2011) also explains that human needs are:

- a. Physiological needs, such as food needs, physical protection
- b. The need for security in the form of protection from the dangers and threats of the surrounding environment
- c. Social ownership, a sense of necessity, be accepted in the group, need to interact
- d. Self-esteem, includes the need for recognition of self-esteem, respect, and appreciation
- e. Self-actualization, include the need to use the skills/expertise, potential, ability, argue, give criticism.

According to Robbins and Timoty (2013), the environment is the institutions or forces that potentially affect the company's performance. This neighborhood is divided into the general environment and specific environment. General environment is everything outside the company that could affect the company, such as social and technological conditions. While the specific environment is part of the environment associated with achieving company goals and objectives. By creating a comfortable work environment, employees can also give a good performance, increase loyalty and growth of the company (Robbins, 2017).

Environment or the working conditions are all physical aspects. psychological, and regulations that affect job satisfaction and productivity (Schultz, 2010). Opinions about the work environment according to BjörnHöber (2017) can be understood as encouraging employees to understand with work and their participation in work. The working environment consists of the following two-dimensional indicator (Siagian, 2014), among others:

- a. Physical work environment, including building workplaces, work equipment, facilities provided by the company, transportation facilities
- b. Non-physical work environment, it is the relationship between colleagues with indicator level relationships with colleagues, superiors relationship with employees, and cooperation among employees

In general, work-life balance is considered important for employee psychological well-being. This indicator of work-life balance consists of satisfaction, harmony between personal life and work, and high self-esteem (Clark in Cornelia et al, 2011). Work-life balance is a form of satisfaction from an individual in achieving life balance in his work (Hutcheson, 2012). Work-life balance can also be interpreted as a broad concept that involves setting priorities between work and life appropriately (Preeti Singh and ParulKhanna, 2011).

From the employee perspective, Russel Bowman in Mendis and Weerakkody (2017) explains that work-life balance is a balance between responsibilities at work and home. The company sees these conditions to help employees balance family and work as a benefit of employment. Work-life balance is considered as an individual assessment of how their role in life, namely family and work (Haar, Russo, Suñe, and Ollier-Malaterre, 2014).

There are several important aspects of the work-life balance by Cornelia et al (2011), the resources, the behavior of individuals, the role of work and non-work. Meanwhile, according to Guest in Orogbu and Chukwuemeke (2015), the determinants of a work-life balance between other work, work culture, family calm, and culture in the family.

According to Mendis and Weerakkody (2017), there are several recommendations that companies can do to improve the work-life balance of their employees, including:

- a. Organizing training programs for employees, such as time management training, effective work management training, personality development training, and life management training
- b. Provides stress management services. This service is provided by presenting psychologists or other experts, to provide confidential support, information, and counseling to employees.

c. Flexible working hours arrangements, where employees can vary their own work hours according to company rules and guidelines. This program can enable employees to plan workdays in their personal lives, so as to reduce delays, absences, and increase job satisfaction.

d. Develop an online-based job system

e. Provide daycare and playground for children in the office, so employees are not too worried about the condition of the child when they are left working and help reduce the stress often experienced by parents

f. Providing health insurance services for employees

Employee performance is a form of employee behavior and contribution to the achievement of the company, where compensation, evaluation, and promotion are determinants of that performance. (Ahmad and Shahzad, 2011). According to Anitha (2013) employee's performance as an indicator or employee's work results and achievement of the company. Besides, according to him the determinants of employee performance consist of work relationships, training, career development, rewards, and employee involvement. Employee performance drives innovation and overall company performance (Sadikoglu and Cemal, 2010).

There are several important aspects of employee performance (Audrey and Patrice, 2012), namely creativity, compilation reaction, work difficulties, release, training, and handling stress. Besides, employee performance is also influenced by several factors including (Robbins, 2013)

a. Behavior and characteristics of individuals

b. Values, attitudes, and job satisfaction

c. Work commitment

d. Views, opinions, and decision-making

e. Work motivation

Employee performance indicators divided into (Gibson, 2011):

a. The quality of work results, in the form of timeliness, accuracy, and neatness of work

b. The quantity of work output, measured by the amount of work and the time needed to complete it

c. Understanding of work, in the form of understanding and ability

d. Cooperation, in the form of the ability to work together

## **II. Research Review**

In 2014, RistaEka and DiahEkaningtias argued in his research entitled *The effect of leadership, motivation, and work discipline on the employees' performance of finance section in the regional working units in Tulungagung regency* that variable work motivation does not have a significant impact on financial staff employee performance in the Tulungagung District Office.

However, these studies contradict the research conducted by Ramona, Nurmala, and Sadikin (2017). In their research that discusses *The Effect of Job Satisfaction and Motivation towards the Employee's Performance in XYZ Shipping Company*, found the results of that motivation has a positive and significant impact on employee performance.

In a study that discusses work-life balance, Navanitham (2016) explains the results of his study entitled *The Relationship Between work-life balance, job satisfaction, and job performance*, that work-life balance and performance or work performance are interrelated variables.

Based on the study *The Impact of Working Motivation and Working Environment on Employees Performance in Indonesia Stock Exchange* (Setyo, 2017), explains the findings that the variable motivation and work environment also has a positive and significant impact either partially or in whole on employee performance.

Furthermore, in 2018 the study of *Effect of Compensation and Work Environment on Employee Performance with Employee Job Satisfaction as an Intervening Variable* conducted by PutuAyu, PutuAgung, and I NengahSudja explained that work environment variables had a positive and significant effect on employee performance.

Setyo returned to research in 2019 on *Work-Life Balance and its Influence on Employee Engagement "Y" Generation in Courier Service Industry*, which showed the results that work-life balance affects work-life, especially generation Y in industry or company, because it will affect work productivity.

Besides, according to Rita, Concerned, and Yeni (2020) also explained in his research on *The Effect of Quality of Work Life and Work Engagement to Employee Performance with Job Satisfaction as an Intervening Variable in PT. Mopoly Raya Medan*, that work-life balance or in this case quality of life has a positive and significant impact on employee performance.

## **III. Material And Methods**

Research on the effect of work motivation, work environment, and work-life balance on the performance of employees of PT. AngkasaPura I (Persero) Branch Airport Balikpapan SAMS using multiple linear regression analysis. Before entering into the analysis method, first performed by using the data collection

questionnaire distributed to employees of the company. Determination of the number of samples using the Slovin formula, wherein this study the population is 212 employees. So that when entered into the formula with the data obtained the results are as follows:

$$n = \frac{212}{1 + 212(0,05)^2}$$

$$n = 138,56$$

Information :

n = number of samples

N = total employees of PT. AngkasaPura I (Persero) Branch SAMS Balikpapan Airport

e = Tolerance degrees of looseness (error rate) of inaccuracy due to sampling error, wherethe social research maximum error rate is 5% (0.05)

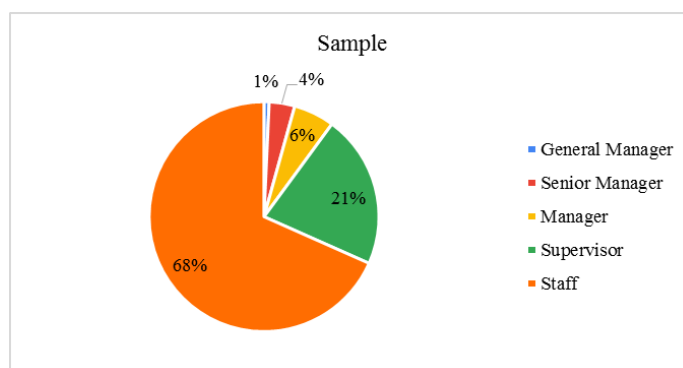
After calculation the following results obtained total sample required is as much as 138.56 so when rounded to 139 respondents or employees. After calculating as follows, the total sample required is 138.56, so if it is rounded up to 139 respondents or employees, the details are as follows:

**Table no 1** :Research sample data

Position	Sample
General Manager	1
Senior Manager	5
Manager	8
Supervisor	30
Staff	95
Total	139

Source : analysis,

2020



In this goal the sampling technique used is simple random sampling technique, is done randomly members of the population.

Regression is an analytical method used to determine the properties and strengths of relationships between several variables and predict the value of an unknown variable. This result is based on observations of these variables. In multiple linear regression analysis in this study, apply the equation

$$. Y = A + b_1X_1 + b_2X_2 + b_3X_3$$

Information :

Y = employee performance

X<sub>1</sub> = work motivation

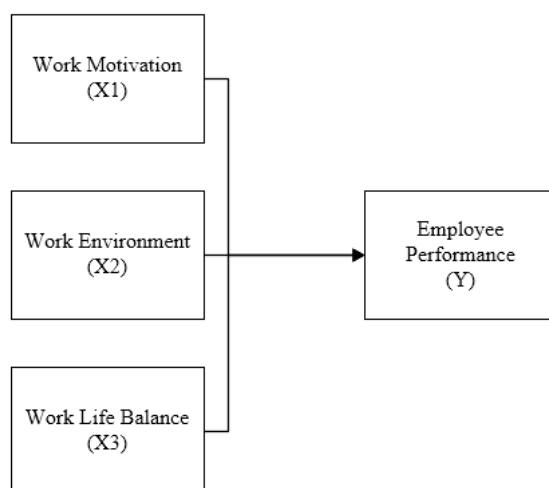
X<sub>2</sub> = work environment

X<sub>3</sub> = Work life balance

A = Constant

b<sub>1</sub>, b<sub>2</sub>, b<sub>3</sub> = regression coefficient of the independent variable

Here is a research framework the effect of work motivation, work environment, and work-life balance to employees performance of PT. AngkasaPura I (Persero) Branch SAMS Balikpapan Airport



#### IV. Result

PT AngkasaPura I (Persero) or also known as AngkasaPura Airports - is a pioneer of commercial airport management in Indonesia. Based on the Decree of the Minister of Transportation number: KP 907 of 2014 dated 9 December 2014 concerning PT AngkasaPura I (Persero) as an Airport Business Entity has stated that AngkasaPura I has legality and can continue to operate as an Airport Business Entity (BUBU). Until now, the operational area of PT AngkasaPura I (Persero) is in 15 airports with service areas in the central and eastern regions of Indonesia, where the focus of this study is the employees of PT. AngasaPura I (Persero) Sultan Aji Muhammad Sulaiman Airport Branch Sepinggan Balikpapan.

After collecting data through a questionnaire to 139 employees who were sampled, the data is processed in the SPSS 24 application, to be analyzed using multiple linear regression methods,

**Table no 2:Correlations**

Correlations					
		Employee Performance (Y)	Work Motivation (X1)	Work Environment (X2)	Work Life Balance (X3)
Pearson Correlation	Employee Performance (Y)	1.000	.724	.596	.023
	Work Motivation (X1)	.724	1.000	.654	-.031
	Work Environment (X2)	.596	.654	1.000	-.009
	Work Life Balance (X3)	.023	-.031	-.009	1.000

It can be seen in Table 2. the Pearson Correlation results are obtained between employee performance and work motivation, work environment, and work-life balance, respectively:

- Work motivation has a strong relationship with employee performance with a correlation value of 0.724
- Work environment has a moderate relationship with employee performance with a correlation value of 0.596
- Work-life balance has a weak/low relationship with employee performance with a correlation value of 0.023

Interpretation of this correlation can be seen from the interval of the correlation coefficient, where the value of 0.20-0.399 has a weak relationship level, 0.40-0.599 has a moderate relationship level, and 0, 60-0,799 has a strong level of relationship

**Table no 3: Analysis of Variance (F test)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	367.710	3	122.570	55.419	.000 <sup>b</sup>

	Residual	298.578	135	2.212		
	Total	666.288	138			
a. Dependent Variable: Employee Performance (Y)						
b. Predictors: (Constant), Work Life Balance (X3), Work Environment (X2), Work Motivation (X1)						

Based on Table 3.it can be seen that the significant value/degree of confidence of the model is 0,000. If compared to the standard degree of confidence  $\alpha = 0.05$  then  $0,000 < 0.05$ . It can be concluded that work motivation, work environment, and work-life balance (variable X) can predict and affect employee performance simultaneously (variable Y).

**Table no 4: Coefficients (T test)**

Coefficients <sup>a</sup>											
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	3.429	1.544		2.220	.028					
	Work Motivation (X1)	.645	.084	.586	7.693	.000	.724	.552	.443	.571	1.750
	Work Environment (X2)	.185	.066	.212	2.786	.006	.596	.233	.161	.572	1.749
	Work Life Balance (X3)	.025	.034	.043	.741	.460	.023	.064	.043	.999	1.001
a. Dependent Variable: Employee Performance (Y)											

Based on Table 4. It can be seen the significance value (degree of trust) of work motivation, work environment, and work-life balance in a sequence of 0,000, 0.006, and 0.46, with the following explanation:

- The significance value of work motivation is 0,000 or smaller than 0.05 ( $0.00 < 0.05$ ), it can be concluded that work motivation has a significant effect on employee performance (able to predict the variable Y).
- The significance value of the work environment is 0.006 or smaller than 0.05 ( $0.006 < 0.05$ ), it can be concluded that the work environment has a significant effect on employee performance (able to predict the variable Y).
- The significance value of work-life balance is 0.46 or greater than 0.05 ( $0.46 > 0.05$ ), it can be concluded that work-life balance has no significant effect on employee performance (unable to predict the variable Y).

Information :

- A constant of 3,429; meaning that if work motivation (X1), work environment (X2), and work-life balance (X3) the value is 0, then employee performance (Y) value is 3.249.
- Work motivation (X1) variable regression coefficient of 0.645; This means that if other independent variables have a fixed value and work motivation (X1) has increased by one unit, then employee performance (Y) will increase by 0.645 or 64.5%. A positive coefficient means that work motivation (X1) will increase employee performance (Y).
- Work environment (X2) variable regression coefficient of 0.185; This means that if the other independent variables value is fixed and the work environment (X2) has increased by one unit, then employee performance (Y) will increase by 0.185 or 18.5%. A positive coefficient means that the work environment (X2) will increase employee performance (Y).
- Work-life balance (X3) variable regression coefficient of 0.025; this means that if other independent variables have a fixed value and work-life balance (X3) has increased by one unit, then employee performance (Y) will increase by 0.025 or 2.5%. A positive coefficient means that work-life balance (X3) will increase employee performance (Y) but the effect is small.

## V. Conclusion

From the research results it can be concluded that the work motivation, work environment, and work-life balance factors have a relationship to the employee performance of PT. AngkasaPura I (Persero) Sultan Aji Muhammad SulaimanSepinggian Balikpapan.

In addition, these three factors also significantly influence the employee performance of PT. AngkasaPura I (Persero) Sultan Aji Muhammad SulaimanSepinggian Airport Balikpapan. This can be seen from the value of the F test that is  $0,000 < 0.05$  (significantly lower than the margin error).

If analyzed partially, it is known that the work motivation and work environment factors respectively have a significant effect on the employee performance of PT. AngkasaPura I (Persero) Sultan Aji Muhammad SulaimanSepinggian Balikpapan Branch. This can be seen from the value of the T test for each factor, where the T value for the work motivation factor is  $(0.00 < 0.05)$  and the value of the work factor T test for the environment  $(0.006 < 0.05)$ . While the work-life balance factor partially does not significantly influence employee performance because it has a T test value  $(0.46 > 0.05)$ .

## V. Recommendation

From the research results, it is known that the work motivation and work environment factors have a significant positive effect on the performance of the employees of PT. AngkasaPura I (Persero) Sultan Aji Muhammad SulaimanSepinggian Airport, Balikpapan. However, the work-life factor does not affect the employee's performance. Therefore, PT. AngkasaPura I (Persero) Sultan Aji Airport Muhammad SulaimanSepinggian Balikpapan needs to take steps and solutions to improve the work-life balance of its company employees.

Some recommendations that the company can do to improve the work-life balance so that it has a positive effect and improves employee performance include:

- a. Conduct training programs, such as time management training, effective work management training, personality development training, and life management training
- b. Provides stress management services for employees. This service is provided by presenting psychologists or other experts, to provide confidential support, information, and counseling to employees.
- c. Flexible working hours arrangements and online-based work systems, where employees can vary their work schedule under company rules and guidelines. This program can enable employees to plan workdays in their personal lives, to reduce delays, absences, and increase job satisfaction.
- d. Provide daycare and playground for children in the office, so employees are not too worried about the condition of the child when they are left working and help reduce the stress often experienced by parents.

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Muhammad Thamrin, et. al. "The Effect of Work Motivation, Work Environment, and Work Life Balance on Employee Performance at PT. AngkasaPura I (Persero) Sultan Aji Muhammad SulaimanSepinggan Airport - Balikpapan." *IOSR Journal of Dental and Medical Sciences (IOSR-JDMS)*, 19(6), 2020, pp. 40-47.