

THE IMPACT OF AGILE LEADERSHIP AND ORGANIZATIONAL CULTURE ON WORK-LIFE BALANCE (A STUDY AT REGIONAL OFFICE I OF THE BADAN KEPEGAWAIAN NEGARA)

Vivilia Kusuma Jayanti Basuki¹, Kusuma Chandra Kirana ², Didik Subiyanto³

¹ Economy Faculty, Universitas Sarjanawiyata Tamansiswa, Jl. Kusumanegara No.157, Muja Muju, Kec. Umbulharjo, Kota Yogyakarta, Daerah Istimewa Yogyakarta, Indonesia, mr.zidanmaulana@gmail.com

² Economy Faculty, Universitas Sarjanawiyata Tamansiswa, Jl. Kusumanegara No.157, Muja Muju, Kec. Umbulharjo, Kota Yogyakarta, Daerah Istimewa Yogyakarta, Indonesia, yekti_feust@yahoo.co.id

³ Economy Faculty, Universitas Sarjanawiyata Tamansiswa, Jl. Kusumanegara No.157, Muja Muju, Kec. Umbulharjo, Kota Yogyakarta, Daerah Istimewa Yogyakarta, Indonesia, didiks@ustjogja.ac.id

DOI : <https://doi.org/10.21107/pamator.v18i3.30599>

Manuscript received 15th March 2025, Revised 20th June 2025, Published 30th October 2025

Abstract

Research Aims: The goal of this study is to explore the impact of agile leadership, organizational culture on work-life balance of employees at the Regional Office I of the Badan Kepegawaian Negara (BKN).

Design/methodology/approach: The study was carried out at the Regional Office I of the Badan Kepegawaian Negara (BKN) in Yogyakarta, involving 104 participants chosen using purposive sampling. Data was collected through a Likert scale questionnaire and evaluated through the Partial Least Squares Structural Equation Modeling (PLS-SEM) method.

Research Findings: The finding of this research highlight that both agile leadership and organizational culture significantly influence work-life balance. Statistical analysis revealed that these two factors have a vital impact on improving the balance between work and personal life for employees. Agile leadership contributes to greater flexibility in work management, enhancing job satisfaction and employee motivation. Meanwhile, organizational culture, particularly a supportive and inclusive culture, has an even stronger impact on work-life balance. This indicates that a combination of adaptive leadership and a culture that focuses on the well-being of employees is crucial for achieving optimal performance in organizations.

Theoretical Contribution/Originality: This research offers a valuable theoretical contribution by integrating the concepts of agile leadership and organizational culture in the context of work-life balance in public sector organizations, specifically in BKN. It fills a gap in existing literature by demonstrating how these two variables can work together to enhance employee well-being. Furthermore, the study broadens the understanding of how a supportive organizational culture, focusing on flexibility and balance, directly influences employee satisfaction and performance. Therefore, this research provides a fresh perspective on how public organizations can manage work-life balance to improve productivity and long-term effectiveness.

Keywords: Agile leadership, organizational culture, work-life balance.

INTRODUCTION

In the evolving landscape of Indonesia's public administration, the National Civil Service Agency (BKN) faces significant challenges in balancing the demands of work and personal life for Civil Servants (ASN). Rapid changes in the workforce, coupled with technological advancements, have prompted BKN to introduce flexible working systems such as Work From Anywhere (WFA), aimed at addressing the challenges of the VUCA (Volatility, Uncertainty, Complexity, Ambiguity) era (BKN, 2022). This system is expected to offer flexibility for ASN, while also raising new challenges in effectively managing work-life balance within a continuously changing work environment.

One approach increasingly applied in the public sector to address these challenges is agile leadership. This leadership concept emphasizes rapid adaptation to change, cross-functional collaboration, and empowering teams in decision-making processes. The implementation of agile leadership at BKN is anticipated to enhance organizational flexibility, accelerate responses to changes, and support improvements in ASN's work-life balance. Recent studies suggest that agile leadership can enhance team effectiveness through more intensive collaboration and faster decision-making that is more responsive to changes in the work environment (Hindustan dkk., 2023; Susanto dkk., 2023).

In addition to agile leadership, organizational culture that fosters work-life balance is vital in improving employees' quality of life and organizational productivity. Research by Attar & Abdul-Kareem, (2020; Jerab & Mabrouk, (2023); Saimin dkk., (2025) indicates that an inclusive, open organizational culture that emphasizes employee well-being can increase job satisfaction, motivation, and reduce workplace stress. At BKN, a culture that emphasizes the importance of work-life balance is a crucial element in enhancing ASN performance, which in turn contributes to achieving the organization's overall goals.

The implementation of agile leadership, supported by an organizational culture that prioritizes work-life balance at BKN, shows great potential in creating an organization that is not only efficient but also sustainable in the long run. Research indicates that this strategy can reduce work-related stress, improve ASN well-being, and contribute to overall organizational performance improvement. Therefore, objective of this study is to explore the impact of agile leadership and organizational culture on work-life balance among ASN at BKN, as well as its effects on ASN performance. It results of this study are expected to offer strategic recommendations for BKN to manage human resources more effectively and efficiently, creating a healthy, productive work environment that supports ASN well-being in the future.

Literature Review

Agile Leadership

Agile leadership emphasizes the importance of flexibility, adaptability, and responsiveness to the dynamic changes in the environment. Leaders who embrace this approach focusing not just on immediate objectives but also on

long-term well-being of their teams and the sustainability of the organization (Joiner, 2019 ; Northouse, (2022)). This leadership style is characterized by the ability to quickly adapt, make decisions in changing situations, and empower team members to innovate in order to achieve organizational objectives. Previous studies have also highlighted that leadership qualities such as humility, adaptability, vision, and active communication with teams positively influence team performance (Kresnawan dkk., 2023). Within the context of BKN, implementing agile leadership is expected to enhance organizational flexibility and responsiveness, as well as improve the work-life balance of ASN, which is crucial for ensuring sustainable productivity.

The implementation of agile leadership within the public sector, as seen in BKN, focuses on managing rapid changes by fostering greater team engagement and accelerating decision-making processes. Research by R. Arifin & Purwanti, (2023) suggests that this leadership style can create a more adaptive work environment, speed up responses to challenges, and contribute to better work-life balance among ASN. The emphasis on empowering teams and fostering collaboration can lead to the development of more flexible work policies, such as remote working systems and adjustable working hours, which enhance ASN's well-being without compromising their work productivity.

Organizational Culture

Organizational culture encompasses the values, norms collective and beliefs that influence behavior and shape decision-making within an organization (Kasfunnuri & Sopiah, 2022). This culture has a significant impact on creating an environment that fosters innovation, collaboration, and productivity. Research has shown that an organizational culture that supports work-life balance contributes to higher employee motivation and satisfaction at work (Ahmed Sait dkk., 2023). Within the context of BKN, an inclusive and open culture that prioritizes the well-being of ASN is key to improving both individual and team performance. Thabroni, 2022 research highlights that a culture emphasizing results orientation, team collaboration, and risk-taking capabilities can enhance overall organizational performance, including the achievement of an effective work-life balance.

A positive organizational culture can significantly improve employees' mental and physical well-being by providing them with the opportunity to manage the demands of work alongside their personal lives. Kurnia, (2024) also found that an organizational culture that encourages openness and collaboration strengthens innovative behaviors and improves overall organizational performance. At BKN, a culture that promotes the balance between work and personal life can reduce work-related stress, improve ASN well-being, and ultimately enhance job satisfaction, leading to higher productivity.

Work-life Balance

Work-life balance is the capacity of an employee to effectively juggle work responsibilities with personal life demands while maintaining a healthy personal life, which is essential for both physical and mental well-being (Munawar & Suriyanti, 2024). Research suggests that maintaining a healthy work-life balance leads to greater job satisfaction and enhanced productivity. Jannata & Surya

Perdhana, (2022) explain that the primary indicators of work-life balance include balance of time, satisfaction, and engagement, all of which directly affect an employee's effectiveness in performing their tasks.

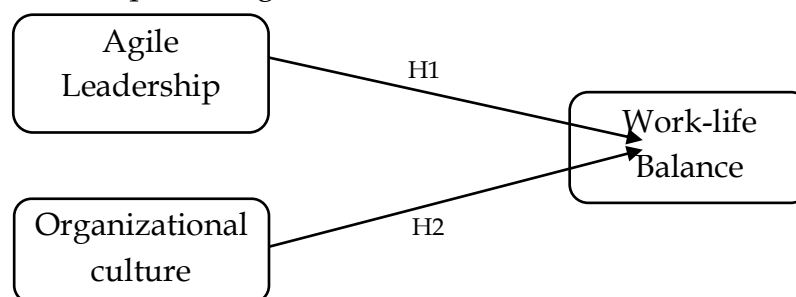
At BKN, the implementation of flexible working systems like Work From Anywhere (WFA) aims to improve the work-life balance of ASN. With this policy, ASN are granted the freedom to work from home or any other location according to their personal needs, which is expected to reduce stress and enhance quality of life. Recent studies suggest that this policy not only helps ASN better manage their time but also increases job satisfaction and loyalty to the organization (Ahmed Sait dkk., 2023).

Method

This research utilizes a quantitative methodology, applying a survey technique. Data was gathered through questionnaires sent out to 104 employees of the Regional Office I of BKN, selected via purposive sampling. The questionnaire was designed to measure respondents' perceptions comprising two independent factors, agile leadership and organizational culture, along with the dependent factor, work-life balance. A Likert scale was used to evaluate each variable to gather data that could be analyzed quantitatively (Sutanto dkk., 2024).

The data was examined using Structural Equation Modeling (SEM) supported by the SmartPLS software. This analysis allows for the simultaneous testing of variable relationships and helps identify both direct and indirect effects (Hair dkk., 2019).

By employing the PLS-SEM approach, the goal of this study is to provide a clear understanding of the impact of agile leadership and organizational culture on the work-life balance of ASN at the Regional Office I of BKN in Yogyakarta, as well as offer recommendations for improving human resource management effectiveness in public organizations.



Figur 1. Research Framework

Based on the theoretical framework regarding the influence of agile leadership and organizational culture on work-life balance, the hypotheses developed are as follows:

The Impact of Agile Leadership on Work-Life Balance

Agile leadership, which emphasizes flexibility and collaboration, can enhance employees' work-life balance by facilitating more adaptive management of the demands of both work and personal life (Rigby, 2020). Leaders who can successfully manage these competing demands tend to be more effective in their roles, reducing stress, and improving job satisfaction, which positively affects

team and organizational performance (Brue, 2018). Research by Sitinjak & Isa Indrawan, (2023) shows that effective leadership improves employees' work-life balance, which, in turn, boosts their performance. Similarly, Komala dkk., (2023) found that leaders who support this balance contribute to motivation, satisfaction, and employee performance in organizations.

H1 : Agile leadership positively affects the work-life balance of employees at the Regional Office I of BKN

The Impact of Organizational Culture on Work-Life Balance

Organizational culture has a major influence on employees' work-life balance. Organizations with an inclusive culture that supports adaptable work setups and values employee well-being can enhance job satisfaction and assist employees in finding a better balance between work and personal life (Clark dkk., 2023; Klajkó dkk., 2019). Kurniawan dkk., (2022) also indicate that a positive organizational culture that supports employees can strengthen the harmony between professional and personal life, leading to increased productivity and job satisfaction. In contrast, a rigid or lacking support organizational culture may result in stress, job dissatisfaction, and disrupt employees' work-life balance, making it essential for organizations to ensure that their policies effectively support this balance (Groner, 2018; Syafitri Andra dkk., 2022).

H2 : Organizational culture positively influences the innovative performance of employees at the Regional Office I of BKN

RESULT AND DISCUSSION

Respondent Profile Description

The study collected data from 104 employees of the Regional Office I of the National Civil Service Agency (BKN) in Yogyakarta. The majority of respondents were male (51.4%), aged 40 and above (55.7%), held a bachelor's degree (55.7%), and had more than 10 years of work experience (52.9%). This demographic profile reflects a mature and experienced workforce, which is typical in government institutions. The balanced gender distribution and high level of education among respondents suggest that the findings are representative of a well-educated and experienced group of employees.

Outer Model Analysis (Measurement Model)

The outer model analysis is conducted to evaluate the measurement model's validity and reliability. This process includes assessing convergent validity, discriminant validity, and reliability testing.

Convergent Validity

Convergent validity evaluates how well indicators of a construct possesses a significant amount of the variation. This validity is considered adequate when the outer loadings of the items are greater than 0.70, and the Average Variance Extracted (AVE) is equal to or greater than 0.50. These thresholds indicate that the construct accounts for more than 50% of the variation within its indicators (Apriyanto & Haryono, 2020, Hair, 2021).

Table 1. Results of Outer Loadings and AVE Values

Variable	Item	Outer Loading	AVE	Status
Agile Leadership	AL1	0,935	0,870	Valid
	AL2	0,943		Valid
	AL3	0,939		Valid
	AL4	0,926		Valid
	AL5	0,934		Valid
	AL6	0,916		Valid
	AL7	0,923		Valid
	AL8	0,944		Valid
Organizational Culture	B1	0,899	0,797	Valid
	B2	0,888		Valid
	B3	0,914		Valid
	B4	0,909		Valid
	B5	0,888		Valid
	B6	0,898		Valid
	B7	0,927		Valid
	B8	0,923		Valid
	B9	0,715		Valid
	B10	0,889		Valid
	B11	0,924		Valid
	B12	0,923		Valid
Work-life balance	WLB1	0,891	0,831	Valid
	WLB2	0,913		Valid
	WLB3	0,924		Valid
	WLB4	0,935		Valid
	WLB5	0,894		Valid
	WLB6	0,911		Valid

Source : Data gathered and analyzed (2025)

The results demonstrate that all items have factor loading (outer loading) values of ≥ 0.7 , indicating that these indicators are significantly related to the latent construct. This finding confirms that the indicators effectively measure their respective constructs.

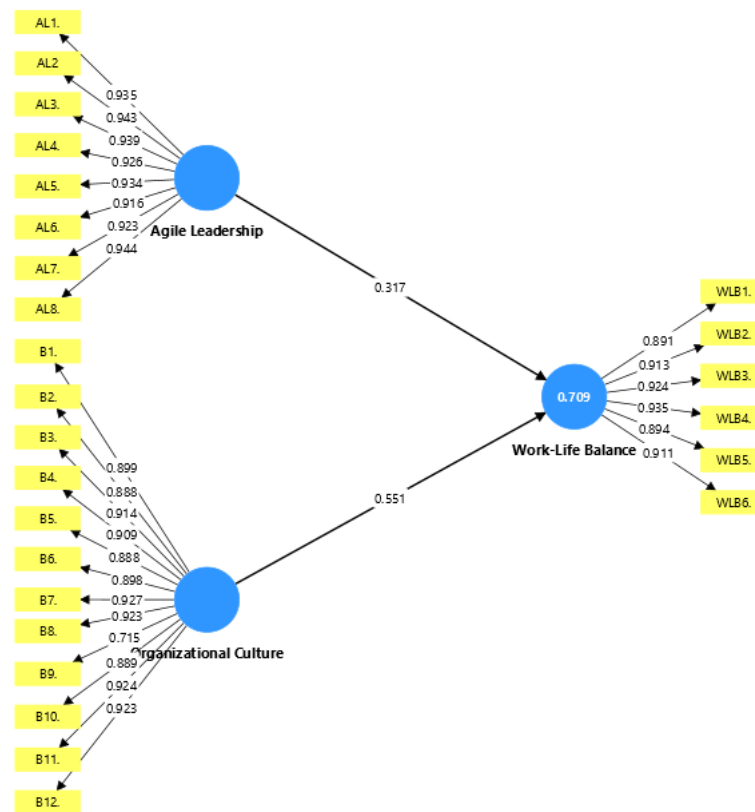


Figure 2. Full Model
 Source : Data gathered and analyzed (2025)

Discriminant Validity

Discriminant validity may evaluated by using two approaches: cross-loading and the Fornell-Larcker Criterion. Cross-loading examines whether indicators are more strongly correlated with their own construct than with others, while the Fornell-Larcker Criterion tests discriminant validity by evaluating whether the square root of a construct's AVE is exceeds its correlations with another constructs (Haryono, 2017).

Table 2. Cross-Loading Result

Items	Agile Leadership	Organizational Culture	Work-life balance
AL1	0,935	0,850	0,791
AL2	0,943	0,791	0,758
AL3	0,939	0,817	0,706
AL4	0,926	0,806	0,713
AL5	0,934	0,828	0,770
AL6	0,916	0,834	0,712
AL7	0,923	0,787	0,730
AL8	0,944	0,800	0,764
B1	0,803	0,899	0,760
B2	0,808	0,888	0,753
B3	0,798	0,914	0,783
B4	0,739	0,909	0,720
B5	0,739	0,888	0,678
B6	0,766	0,898	0,682
B7	0,820	0,927	0,758
B8	0,829	0,923	0,790
B9	0,589	0,715	0,607
B10	0,765	0,889	0,701
B11	0,833	0,924	0,793
B12	0,827	0,923	0,808
WLB1	0,705	0,703	0,891
WLB2	0,669	0,696	0,913
WLB3	0,735	0,753	0,924
WLB4	0,797	0,822	0,935
WLB5	0,695	0,787	0,894
WLB6	0,753	0,755	0,911

Source : Data gathered and analyzed (2025)

Table 3. Fornell-Larcker Criterion Result

Variabel	Agile Leadership	Organizational Culture	Work-life balance
Agile Leadership	0,933		
Organizational Culture	0,873	0,893	
Work-life balance	0,798	0,828	0,911

Source : Data gathered and analyzed (2025)

The validity test results, using the Fornell-Larcker criterion, reveal that all indicators have a stronger relationship with their respective variables than with others. This is evidenced by the Fornell-Larcker values: Agile Leadership 0.933, Organizational Culture 0.893, and Work-Life Balance 0.911, indicating that each variable is more strongly related to its own construct than to others. These findings confirm that the constructs are distinct and do not overlap.

Reliability Test

Reliability assesses the consistency and stability of the measurement model. This study utilizes Cronbach's Alpha and Composite Reliability (CR) to assess reliability (Ghozali, 2021, p. 77). Both of these measures exceeded the threshold of 0.7, indicating high reliability (Spiegler, 2020). The results show that the Cronbach's Alpha values for every variable exceed 0.7, which is considered an suitable benchmark. Thus, it possible to inferred that the Cronbach's Alpha values are dependable, and the constructs are consistently measured and dependable.

Table 4. Results of the Reliability Test

Variabel	Cronbach's alpha	Composite Reliability
Agile Leadership	0,979	0,982
Organizational Culture	0,976	0,979
Work-life balance	0,959	0,967

Source : Data gathered and analyzed (2025)

R-Square Test

The R-square value is employed to show the extent of the impact imposed by the independent variables and to evaluate strength model of the study. As stated by (Ghozali, 2021), an R-square value of 0.67 or above is considered strong, 0.33 as moderate, and 0.19 as weak. A higher R-square value reflects a stronger role of the exogenous variables in predicting or explaining the endogenous variables, indicating better quality of the structural equation model.

Table 5. Result of the R-Square

Variabel	R-Square	R-Square adjusted
Work-life Balance	0,709	0,703

Source : Data gathered and analyzed (2025)

According to the data in table 5, the R-square value exceeds 0.67, This suggests that the dependent variable is strong, and the structural equation model has good quality.

f-Square Test

The f-square test is used to determine the significance of the effect that an exogenous latent variable has on an endogenous latent variable. If the f^2 value is 0.02, the contribution of the exogenous latent variable is regarded as insignificant; a value of 0.15 is classified as moderate in nature; and if the value is 0.35, the effect is considered large (Ghozali, 2021).

Table 6. f-Square Result

Variabel	Agile Leadership	Organizational Culture	Work-life balance
Agile Leadership			0,082
Organizational Culture			0,248
Work-life balance			

Source : Data gathered and analyzed (2025)

Table 6 shows the impact of each variable on work-life balance. The f-square value for agile leadership is 0.082, indicating a relatively small effect on work-life balance. Meanwhile, the f-square value for organizational culture is 0.248, showing a larger, moderate effect. This suggests that organizational culture has a stronger impact on work-life balance than agile leadership. Since work-life balance is the dependent variable, no f-square value is calculated for it. Overall, organizational culture contributes more significantly to work-life balance.

Model Fit Test

Model fit is assessed using the Standardized Root Mean Square Residual (SRMR). A value below 0.10 indicates a good model fit (Henseler, 2020).

Table 7. Model fit Result

Fit Index	Result
SRMR	0,041
NFI	0,840

Source : Data gathered and analyzed (2025)

According to the table, the SRMR value for this model is 0.041, confirming that the model fits well with the data.

Hypothesis Testing

Hypothesis testing is conducted by analyzing path coefficients to evaluate the significant effect between independent and dependent variables, based on parameter coefficients and t-statistic values. The decision to accept or reject the hypothesis is made based on the t-statistic and p-value. If the t-statistic exceeds 1.96 or the p-value is less than 0.05, the null hypothesis is rejected, indicating a significant effect (Haryono, 2017).

Table 8. Hypothesis Testing Result

Hypothesis	Original Sample (O)	Sample Mean (M)	Standar Deviation (STDEV)	T Statistic (O/STD EV)	P Value
Agile Leadership → Work-life Balance	0,317	0,314	0,127	2,493	0,013
Organizational Culture → Work-life Balance	0,551	0,551	0,112	4,916	0,000

Source : Data gathered and analyzed (2025)

According to table 8, the findings of this study indicate that both hypotheses tested have a significant effect. The relationship between agile leadership and work-life balance shows a t-statistic value of 2.493 ($2.493 > 1.96$), suggesting a significant effect at the 95% confidence level. Additionally, the p-value of 0.013 ($0.013 < 0.05$) supports this result, confirming that agile leadership exerts a considerable influence on work-life balance. This finding aligns with the hypothesis proposing that effective leadership can enhance work-life balance, which consequently improves motivation, job satisfaction, and performance. Therefore, organizations need to support leadership styles that facilitate such balance to establish a healthy and productive work environment (H1).

Meanwhile, organizational culture has a highly substantial impact on work-life balance, with a t-statistic value of 4.916 ($4.916 > 1.96$) and a p-value of 0.000 ($0.000 < 0.05$), indicating a strong and significant relationship. This finding emphasizes that an organizational culture that supports inclusivity, openness, and a balance between personal and professional life plays a crucial role in enhancing employee satisfaction with their work-life balance. Organizations that prioritize flexible work arrangements and time management will help employees achieve a better balance between work and personal life, ultimately contributing positively to their well-being (H2).

DISCUSSION

Agile Leadership and Work-Life Balance

Agile leadership has a considerable beneficial impact work-life balance, with a t-statistic of 2.493, surpassing the 1.96 threshold, and a p-value of 0.013, which is below the 0.05 significance level. This indicates that leadership that is flexible and quick to adapt to change can greatly assist employees in achieving a better balance between their work and personal lives. Leaders who adopt this style tend to enhance job satisfaction and team performance (Brue, 2018); Rigby, 2020). Furthermore, leadership that supports this balance encourages employees to be more productive and feel more motivated (Sitinjak & Isa Indrawan, 2023).

Organizational Culture and Work-Life Balance

Organizational culture also has a significant influence on work-life balance, as evidenced by a very high t-statistic value of 4.916 and a p-value of 0.000, indicating a strong and significant relationship. A culture that supports employee well-being and work flexibility has been proven to help employees balance their work and personal lives, which, in turn, enhances job satisfaction and overall performance (Clark dkk., 2023; Klajkó dkk., 2019; Kurniawan dkk., 2022). A culture that promotes inclusivity and effective time management plays a role in reducing stress and boosting employee productivity (Groner, 2018).

Conclusion

The goal of this study was to investigate the impact of agile leadership and organizational culture on the work-life balance of employees at the Regional Office I of the National Civil Service Agency (BKN). The analysis shows that both agile leadership and organizational culture play critical roles in improving work-life balance. Both factors significantly affect employee well-being and organizational performance. Agile leadership contributes to better work-life

balance by offering flexibility and quick responses to change, while organizational culture, which supports inclusivity and employee well-being, plays a more substantial role in creating a balance between work and personal life. Therefore, to enhance organizational effectiveness, it is important for BKN to continue supporting and implementing agile leadership styles and a culture that prioritizes employee well-being.

Acknowledgment

The authors sincerely appreciate all those who have supported and played a key role in ensuring the successful completion of this research. A heartfelt thanks goes to my colleagues and family for their continuous encouragement and motivation. We hope that this research provides valuable contributions to the development of knowledge and managerial practices in enhancing innovative performance in public institutions.

References

- Ahmed Sait, S., Sunildutt Sharma, M., & Kumar, Ks. (2023). *The Role of Organizational Culture in Promoting Work-Life Balance: A Literature Review*. 44(8).
- Aju, I., Ratih, B., & Nurhakim, L. (2025). The Influence Of Agile Leadership, Work Ethic, And Workload On Employee Performance At The Department Of Population And Civil Registration In Pasuruan Regency With Work-Life Ba. *International Journal of Economic Literature (INJOLE)*, 3 (2), 426–437. <https://www.researchgate.net/publication/388497162>
- Apriyanto, P., & Haryono, S. (2020). Pengaruh tekanan kerja, beban kerja dan lingkungan kerja terhadap intensi turnover: Peran mediasi kepuasan kerja. *Manajemen Dewantara*. <https://jurnal.ustjogja.ac.id/index.php/manajemendewantara/article/view/7672>
- Arifin, R., & Purwanti, H. (2023). Examining the Influence of Leadership Agility, Organizational Culture, and Motivation on Organizational Agility: A Comprehensive Analysis. *Golden Ratio of Human Resource Management*, 3(1), 33–54. <https://doi.org/10.52970/grhrm.v3i1.205>
- Bäcklander, G. (2019). Doing complexity leadership theory: How agile coaches at Spotify practise enabling leadership. *Creativity and Innovation Management*, 28(1), 42–60. <https://doi.org/10.1111/caim.12303>
- Brue, K. L. (2018). Harmony and Help: Recognizing the Impact of Work-Life Balance for Women Leaders. *Journal of Leadership Education*, 17(4), 219–243. <https://doi.org/10.12806/v17/i4/c2>
- Clark, M. A., Sanders, K. N., & Baltes and Boris B. (2023). Achieve Work-Family Balance Through Individual and Organizational Strategies. Dalam *Principles of Organizational Behavior* (hlm. 531–549). <https://doi.org/https://doi.org/10.1002/9781394320769.ch26>

- Groner, E. S. (2018). *The Effect of Organizational Culture on Work-Life Balance*. https://cupola.gettysburg.edu/student_scholarshiphttps://cupola.gettysburg.edu/student_scholarship/643
- Haar, J. M., Russo, M., Suue, A., & Ollier-Malaterre, A. (2019). *Outcomes Of Work-Life Balaace Oo Job Satisfactioo, Life Satisfactioo Aad Meetal Health: A Study Across Seve Cultures*.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Hindustan, S. R., Chandra Bahuguna, P., & Rawat, N. (2023). Performance Management in Public Sector Organizations: A Bibliometric Analysis International Journal Of Organizational Leadership. Dalam *Article in International Journal of Organizational Leadership*. <https://www.ijol.cikd.ca>
- Jannata, A., & Surya Perdhana, M. (2022). Analisis Pengaruh Work-Life Balance Terhadap Employee Engagement Dengan Job Satisfaction Sebagai Variabel Intervening (Studi Pada PT Barata Indonesia). *Diponegoro Journal Of Management*, 11(1). <http://ejournal-s1.undip.ac.id/index.php/dbr>
- Kasfunnuri, M. A., & Sopiah. (2022). Budaya Organisasi: Systematic Literature Review Dan Analisis Bibliometrik. *Transekonomika: Akuntansi, Bisnis Dan Keuangan*, 2(6), 457–467. <https://doi.org/10.55047/transekonomika.v2i6.326>
- Klajkó, D., Restás, P., Szabó, Z. P., Czibor, A., Dóra, K., Péter, R., Péter, S. Z., & Andrea, C. (2019). The Effect of Organizational Culture on Employee Well-Being: Work-Related Stress, Employee Identification, Turnover Intention. Dalam *Journal of International Cooperation and Development* www.richtmann.org/journal (Vol. 2, Nomor 2).
- Komala, I., Nursifa, D., Khodijah, S., Mardhotillah, A., & Setyaningrum, R. P. (2023). Pengaruh Servant Leadership, Organizational Commitment Terhadap Employee Performance Serta Work Life Balance Sebagai Mediator Pada Universitas Pelita Bangsa. *Jurnal Ekonomi Syariah Pelita Bangsa*, 08, 166–175. <https://doi.org/10.37366/jespb.v8i02.814>
- Kresnawan, H., Abbas, B., & Putera, A. (2023). Peran Organizational Citizenship Behavior (OCB) Dalam Memediasi Pengaruh Agile Leadership Dan Knowledge Sharing Terhadap Kinerja ASN Pada Sekretariat Daerah Provinsi Sulawesi Tenggara. *MANOR: Jurnal Manajemen dan Organisasi Review*, 5(2). <https://doi.org/10.47354/mjov5il>
- Kurnia, A. (2024). *Agile Leadership and Innovative Work Behavior : The Mediating Role of Organizational Climate*. 13(3), 395–401.
- Kurniawan, S., Hardiyanti, D., & Sari, E. W. (2022). The Role of Workload and Organizational Culture on Employee Performance with Work Life Balance as an Intervening Variable during a WFH & WFO Implementation. *IEOM Society International* © IEOM Society International 625, 625–634.

- Munawar, M., & Suriyanti, S. (2024). The Effect of Organizational Culture, Work-Life Balance, and Job Satisfaction on Non-Commercial Employee Work Engagement. *Golden Ratio of Human Resource Management*, 4(1), 53–66. <https://doi.org/10.52970/grhrm.v4i1.452>
- Northouse, P. G. (2022). *Leadership : theory and practice* / Peter G. Northouse. Dalam *Leadership* : (9th ed.). Los Angeles, Calif. : SAGE.
- Sitinjak, A., & Isa Indrawan, M. (2023). The Influence of Leadership on Performance with Work Life Balance as an Intervening Variable at BPJS Employment Sumbagut Regional Office. *SINOMICS JOURNAL* | Volume, 2(5). <https://doi.org/10.54443/sj.v2i5.218>
- Susanto, B., Wiguna, W., & Tukiran, M. (2023). The Effect Of Inclusive Team, Agile Leadership, And Organizational Agility On Organizational Performance (A Literature Review in a Communication Company). *International Journal of Economy, Education and Entrepreneurship*, 3(1), 53–62. <https://doi.org/10.53067/ije3.v3i1>
- Sutanto, E. M., Sigiols, P. J., & Wijaya, E. N. (2024). Work-Life Balance, Employee Engagement, Job Satisfaction, And Indonesian Employees' Performance. *International Journal of Business and Society*, 25(3), 832–851. <https://doi.org/10.33736/ijbs.8355.2024>
- Syafitri Andra, R., Nayati Utami, H., & Wulida Afrianty, T. (2022). *Pengaruh Perceived Organizational Support Dan Organizational Culture Terhadap Work-Life Balance Karyawan*. <https://profit.ub.ac.id>