

The Effect of Work-Life Balance, Green Compensation, And Reward on Employee Sustainable Performance Through Employee Engagement as a Mediating Variable

Heri Sunandar*, M. Ali Iqbal

Universitas Mercu Buana, Indonesia

Email: 55124120044@student.mercubuana.ac.id*, ali.iqbal@mercubuana.ac.id

Keywords:

Work-Life Balance, Green Compensation and Reward, Employee Engagement, Employee sustainable performance, and Social Exchange Theory.

ABSTRACT

This study aims to examine and analyze the effects of work-life balance and green compensation and reward on employee sustainable performance through employee engagement as a mediating variable. The population consists of all permanent employees (PKWTT) of PT. OEKA, an oil and gas company operating in the Karang Agung Block, South Sumatra, totaling 188 employees. A sample of 128 respondents was determined using the Slovin formula, employing probability sampling with a simple random sampling technique. Data were collected through a five-point Likert scale questionnaire and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS 4.1. The results show that work-life balance has no significant direct effect on employee sustainable performance, whereas green compensation and reward and employee engagement each have a positive and significant effect on employee sustainable performance. Both work-life balance and green compensation and reward have a positive and significant effect on employee engagement. Furthermore, employee engagement fully mediates the effect of work-life balance on employee sustainable performance, and partially mediates the effect of green compensation and reward on employee sustainable performance. These findings highlight the strategic role of employee engagement in achieving sustainable employee performance through sustainability-oriented human resource practices in the oil and gas sector.

INTRODUCTION

Employee sustainable performance is one of the strategic issues in modern human resource management, especially in sustainability-oriented organizations. This concept emphasizes not only the achievement of work targets in the short term, but also the ability of employees to maintain productivity, physical and psychological health, and performance quality consistently in the long term. In the context of increasingly competitive business competition, organizations are required to create a work system that is able to support the sustainability of employee performance to remain adaptive to changes in the business environment and global challenges. Therefore, employee sustainable performance is one of the important indicators in the success of human resource management.

Indonesia's labor productivity has shown an upward trend in recent years. Data from the Ministry of Manpower of the Republic of Indonesia noted that labor productivity increased from around 82.56 million rupiah per worker in 2018 to 89.33 million rupiah in 2024. However, the increase does not fully reflect the creation of sustainable performance because during the

COVID-19 pandemic productivity experienced a significant decline. This condition shows that national labor productivity is still vulnerable to external pressures so that the organization's ability to maintain the stability of employee performance in the long term is still a challenge that needs attention.

From the perspective of international competitiveness, Indonesia's labor productivity is also still below several other developing countries. Data from the International Labour Organization (ILO) shows that Indonesia's labor productivity in 2023 is still in the range of 14 US dollars per hour worked. This condition indicates that the increase in national productivity has not been fully followed by an increase in efficiency, innovation, and sustainability of employee performance. Therefore, organizations in Indonesia need to implement a human resource management strategy that is not only oriented towards achieving targets, but also able to maintain performance quality in a sustainable manner.

In line with the development of the concept of sustainability, companies today no longer only focus on achieving financial benefits, but are also required to integrate social and environmental aspects into business practices. One of the emerging approaches is Sustainable Human Resource Management (SHRM), which is human resource management that integrates sustainability principles into the recruitment process, training, performance appraisal, and compensation and reward systems. This approach is believed to be able to increase organizational competitiveness while encouraging the creation of sustainable employee performance through more adaptive and long-term oriented human resource management practices.

One of the factors that is estimated to affect employee sustainable performance is work-life balance. Work-life balance is an important issue, especially in the oil and gas industry which has the characteristics of high-pressure work, shift work systems, and operational locations in remote areas. These conditions often cause role conflicts, work fatigue, and prolonged stress which can ultimately reduce productivity and sustainability of employee performance. Therefore, organizations need to create policies that are able to help employees maintain a balance between the demands of work and personal life so that performance remains optimal in the long term.

In addition to work-life balance, the implementation of green compensation and reward is also one of the practices that is getting more attention in the framework of Green Human Resource Management. The system integrates environmental sustainability goals into compensation and reward mechanisms so that employees are encouraged to actively participate in various activities that support environmental conservation. In the oil and gas industry, the implementation of green compensation and reward is increasingly important considering that this sector has a relatively large environmental impact so companies need to build a work culture that supports energy efficiency, emission reduction, compliance with occupational safety aspects, and environmental responsibility in a sustainable manner.

Another factor that is expected to have an important role is employee engagement. Employees who have a high level of attachment to their work tend to show motivation, loyalty, commitment, and a willingness to make the best contribution to the organization. In various studies, employee engagement not only affects productivity improvement, but is also able to strengthen the relationship between human resource management practices and employee performance. Therefore, employee engagement is seen as a psychological mechanism that is able to explain how work-life balance and green compensation and reward can improve sustainable employee performance.

This phenomenon is also seen in PT. OEKA as one of the Cooperation Contract Contractor (KKKS) companies in the Indonesian oil and gas industry. Company data shows a downward trend in key performance indicator achievements during the 2021-2025 period, followed by a decrease in the number of high performers and an increase in the number of low

performers. In addition, the results of the company's internal survey show that employee sustainable performance received the lowest score compared to other indicators, while work-life balance, green compensation and reward, and employee engagement have also not shown optimal conditions. The findings indicate that organizations still face challenges in sustainably maintaining employee performance.

The results of interviews with the company's management further strengthen this phenomenon. Management revealed that some employees still consider that the green compensation and reward system has not fully met expectations, both in terms of appreciation for environmentally friendly behavior and the suitability of the compensation system with oil and gas industry standards. In addition, high work demands cause some employees to have difficulty maintaining work-life balance, which has an impact on declining employee engagement. The pre-survey results also show that most respondents have not been able to maintain consistent performance in the long term, still experience work burnout, and face difficulties in balancing personal and work lives. This condition shows that employee sustainable performance is still a problem that needs serious attention.

Based on this empirical phenomenon, there is still a research gap regarding the influence of work-life balance, green compensation and reward, and employee engagement on employee sustainable performance. Some studies have found significant positive effects, while others have shown insignificant results. The difference in results shows that the relationship between variables still needs further testing, especially in the oil and gas industry in Indonesia. Therefore, this study aims to analyze the influence of work-life balance and green compensation and reward on employee sustainable performance with employee engagement as a mediating variable in PT. OEKA. This research is expected to contribute to the development of the theory of Sustainable Human Resource Management as well as the basis for the formulation of organizational policies in improving sustainable employee performance.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Research Variables and Definitions

This study involves four constructs: employee sustainable performance as the dependent variable, work-life balance and green compensation and reward as independent variables, and employee engagement as the mediating variable.

Employee sustainable performance refers to employees' capacity to maintain productivity, physical and psychological health, and performance quality consistently over the long term, rather than merely achieving short-term work targets (Edgar et al., 2026; Courchesne et al., 2024). In this study, it is measured through two dimensions: contextual performance, which reflects voluntary behaviors that support the organization's social and psychological environment, and adaptive performance, which reflects employees' ability to respond to change and unexpected challenges (Lousã et al., 2024; van der Vaart, 2021).

Work-life balance is defined as an individual's ability to manage work and personal responsibilities in a balanced manner, encompassing both the absence of conflict and the presence of positive spillover between the two domains (Fisher-McAuley et al., 2003). Following Hayman (2005), it is operationalized through four dimensions: work interference with personal life, personal interference with work, personal life enhancement of work, and work enhancement of personal life.

Green compensation and reward refer to a reward and compensation system that integrates financial and non-financial recognition to encourage, sustain, and enhance work behavior that supports environmental sustainability and organizational goals (Anggara, 2025). This construct is measured through two dimensions: recognition, reflecting non-financial appreciation for environmentally responsible behavior, and incentives, reflecting financial

reward tied to contributions toward the organization's sustainability targets (Bernardin & Rusel, 2016, in Anggara, 2025).

Employee engagement is defined as a positive psychological state characterized by vigor, dedication, and absorption in one's work (Schaufeli et al., 2002). Engaged employees demonstrate high energy, strong emotional attachment to their work, and deep concentration, which enable them to consistently contribute to organizational goals (Andrli, 2023).

Relationships between Variables and Hypothesis Development

Work-life balance and employee sustainable performance. Job Demands-Resources (JD-R) Theory (Bakker & Demerouti, 2007) suggests that job resources such as work-life balance do not automatically translate into performance but instead operate through a motivational process. Social Exchange Theory (Blau, 1964) further explains that when organizations support employees' work-life balance, employees are inclined to reciprocate through increased performance. Empirical studies (Dewanto & Arijanto, 2025; Susanto et al., 2022; Dwitanti et al., 2023; Anpe & Nmadu, 2025) report a positive relationship between work-life balance and employee performance. Accordingly:

H1: Work-life balance has a positive effect on employee sustainable performance.

Green compensation and reward and employee sustainable performance. Based on Social Exchange Theory, a fair and sustainability-oriented reward system is perceived by employees as organizational support, which they reciprocate with more responsible, long-term-oriented work behavior. This is supported by empirical findings (Anggara & Kasmir, 2025; Puspitasari et al., 2024; Pandey et al., 2023). Accordingly:

H2: Green compensation and reward have a positive effect on employee sustainable performance.

Employee engagement and employee sustainable performance. Within the JD-R framework, engaged employees possess psychological resources (vigor, dedication, absorption) that enable them to work productively and sustain their performance over time (Bakker & Demerouti, 2007). Employees who feel recognized and supported by their organization reciprocate through deeper engagement, which manifests in sustained performance (Anggara, 2025; Hana & Suprpto, 2024; Imawan & Lesmana, 2024). Accordingly:

H3: Work-life balance has a positive effect on employee engagement.

Green compensation and reward and employee engagement. Environment-based reward create a sense of meaning and signal that employees' contributions are valued beyond mere productivity, which strengthens engagement through both the JD-R motivational process and the Social Exchange norm of reciprocity (Anggara & Kasmir, 2025; Hana & Suprpto, 2024; Kusnawan et al., 2025). Accordingly:

H4: Green compensation and reward have a positive effect on employee engagement.

The mediating role of employee engagement. Building on the direct-effect hypotheses above, employee engagement is theorized to serve as the psychological mechanism that transmits the influence of work-life balance and green compensation and reward onto employee sustainable performance. For work-life balance, prior studies (Dewanto & Arijanto, 2025; Imawan & Lesmana, 2024) suggest that its effect on performance operates primarily through engagement rather than directly. Accordingly:

H5: Employee engagement has a positive effect on employee sustainable performance.

Work-life balance and employee engagement. Work-life balance serves as a fundamental job resource that prevents burnout and restores employees' physical and psychological energy, enabling them to engage in work with greater vigor, focus, and dedication (Bakker & Demerouti, 2007). From a Social Exchange Theory perspective, organizational support for

work-life balance is reciprocated through higher engagement (Aydin, 2026; Mahira Winda, 2025; Ahmed et al., 2025). Accordingly:

H6: Employee engagement mediates the effect of work-life balance on employee sustainable performance.

For green compensation and reward, empirical evidence (Anggara & Kasmir, 2025; Nusraningrum, Rahmawati, et al., 2024) indicates that green reward influence performance both directly and indirectly through engagement. Accordingly:

H7: Employee engagement mediates the effect of green compensation and reward on employee sustainable performance.

Conceptual Framework

Based on the theoretical foundation and hypothesis development described above, the relationships between the research variables are summarized in the following conceptual framework, which shows work-life balance and green compensation and reward as exogenous variables affecting employee sustainable performance both directly and indirectly through employee engagement as the mediating variable.

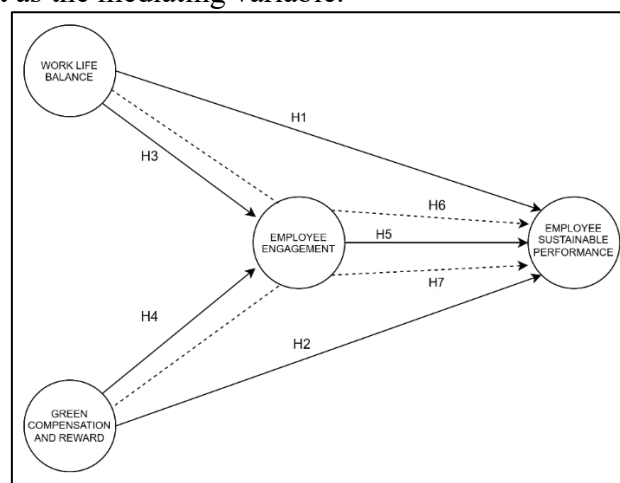


Figure 1. Conceptual Framework of the Research
Source: Researcher (2026)

METHOD

Types of Research

This study uses a quantitative method with an explanatory research design (associative causality) which aims to test the cause-and-effect relationship between variables through numerical measurement and statistical analysis. This approach was chosen because the research focuses on testing the effect of work-life balance and green compensation and reward on employee sustainable performance, with employee engagement as a mediating variable. The study uses a cross-sectional design, which is data collection carried out at a single point in time to obtain an overview of the condition of all research variables as well as test the relationship between them. This approach allows for objective hypothesis testing based on a theoretical model that has been formulated so that the results of the study can explain the structural relationships between variables empirically and systematically.

Population and Sample

The population in this study is all permanent employees (PKWTT) of PT. OEKA which totals 188 people. The sampling technique uses probability sampling with a simple random sampling method, so that each member of the population has the same opportunity to be selected as a respondent. The number of samples was determined using the Slovin formula with a margin of error of 5%, so that a sample number of 128 respondents was obtained. This number has met the minimum sample requirements based on calculations using the G*Power

application, so it is considered adequate to conduct an analysis using the PLS-SEM method and produce findings that can be generalized to the research population.

Data Collection Techniques

This study uses primary data obtained directly from respondents through a survey method using a structured questionnaire. The research instruments were compiled based on indicators from each research variable, namely work-life balance, green compensation and reward, employee engagement, and employee sustainable performance. All statement items use a five-point Likert scale, ranging from strongly disagree to strongly agree, so that respondents' perceptions can be converted into numerical data that is ready to be analyzed. Before being used in the main study, the instrument is first tested for validity and reliability to ensure that each statement item is able to measure the research construct accurately, consistently, and representatively.

Data Analysis Techniques

The data analysis technique used is Structural Equation Modeling based on Partial Least Squares (PLS-SEM) with the help of SmartPLS software. The analysis began with descriptive statistics to describe the characteristics of respondents and the tendency of answers to each research variable. Furthermore, the evaluation of the measurement model (outer model) was carried out through tests of reliability, convergent validity, and discriminant validity, then continued with the evaluation of the structural model (inner model) which included testing the path coefficient, determination coefficient (R^2), predictive relevance (Q^2), effect size (f^2), goodness of fit, as well as testing hypotheses and mediating effects using the bootstrapping procedure. Through these stages, the research can test the direct and indirect relationships between variables simultaneously and assess the model's ability to explain endogenous variables.

RESULTS AND DISCUSSION

Hypothesis Test Results

The hypothesis test in this study was carried out using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS 4.1 software. Evaluation was carried out on path coefficient and specific indirect effects based on bootstrapping results with 5,000 subsamples. According to Hair et al. (2022), a hypothesis is declared acceptable if the T-statistical value > 1.654 (one tailed) at a significance level of 5% ($\alpha = 0.05$), accompanied by a p-value < 0.05 . The results of bootstrapping testing in this study are presented as follows:

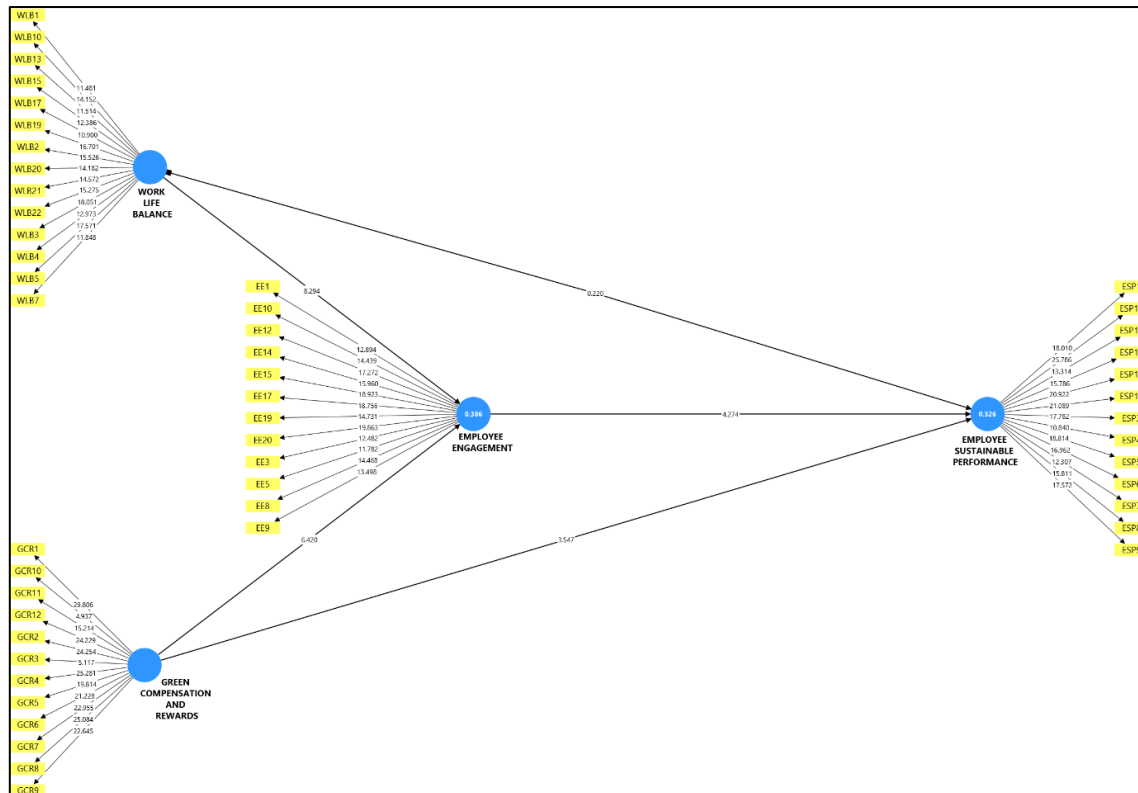


Image Error! No text of specified style in document..1 Bootstrapping Test Results
Source: Data processing results using SmartPLS 4.1, 2026

The results of hypothesis testing on each path coefficient are as follows:

Table Error! No text of specified style in document..1 Test Results Path Coefficient

Path Coefficients	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Remarks
Path Coefficient (Direct influence)						
H1 : Work-Life Balance has a positive effect on Employee sustainable performance	-0.023	-0.021	0.104	0.220	0.413	Rejected
H2 : Green Compensation and Reward have a positive effect on Employee sustainable performance	0.269	0.277	0.076	3.547	0.000	Accepted
H3 : Work-Life Balance has a positive effect on Employee Engagement	0.480	0.492	0.058	8.294	0.000	Accepted
H4 : Green Compensation and Reward have a positive effect on Employee Engagement	0.431	0.435	0.067	6.420	0.000	Accepted
H5 : Employee Engagement has a positive effect on Employee sustainable performance	0.415	0.419	0.097	4.274	0.000	Accepted

Path Coefficients	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Remarks
Specific Indirect Effects						
H6 : Work-Life Balance -> Employee Engagement -> Employee sustainable performance	0.199	0.207	0.055	3.594	0.000	Accepted (full / indirect-only mediation)
H7 : Green Compensation and Reward -> Employee Engagement -> Employee sustainable performance	0.179	0.181	0.045	3.968	0.000	Accepted (Complementary partial mediation)

Source: Smart PLS Data Processing Results 4.1

Path Coefficient Hypothesis Testing

Once it is confirmed that collinearity between the predictor constructs are not at a critical level (Step 1), the next stage is to assess the significance and relevance of the path coefficient (path coefficients) on structural models. Based on (Hair, 2022) path coefficient (path coefficients) is assessed as significant when the T-value is > 1.654 ($\alpha = 5\%$) and the p-value is < 0.05 so that there is a hypothesis that is rejected. The following is the interpretation of each hypothesis:

1. H1: Work-Life Balance has a positive effect on Employee sustainable performance
The test results show that Work-Life Balance negative and insignificant effects on Employee sustainable performance, with a path coefficient value (β) of -0.023, a T-statistic of 0.220, and p-value by 0.413. Based on the criteria set by (Hair, 2022), a T-statistical value well below the critical value and a path coefficient close to zero indicate that there is no significant direct influence between Work-Life Balance against Employee sustainable performance. Thus, Hypothesis 1 (H1) is rejected.
These findings indicate that the effect of Work-Life Balance on employee sustainable performance is not direct, but occurs through an indirect mechanism mediated by the Employee Engagement variable as will be discussed further in the mediation effect test.
2. H2: Green Compensation and Reward has a positive effect on Employee sustainable performance
The test results prove that Green Compensation and Reward have a positive and significant effect on Employee sustainable performance, with a path coefficient value (β) of 0.269, T-statistics of 3.547, and p-value by 0.000. These results show that the influence of Green Compensation and Reward against Employee sustainable performance significant. The interpretation of the path coefficient follows the stated principle (Hair, 2022), that each increase of one unit of standard deviation at Green Compensation and Reward will increase Employee sustainable performance by 0.269 units of standard deviation. Thus, Hypothesis 2 (H2) is accepted.
3. H3: Work-Life Balance has a Positive Effect on Employee Engagement
The test results show that Work-Life Balance have a positive and significant effect on Employee Engagement with the highest path coefficient value (β) in the entire model, which is 0.480, the T-statistic is 8.294, and p-value by 0.000. The magnitude of this path coefficient value indicates that Work-Life Balance is the strongest predictor of employee engagement in the model. According to (Hair, 2022), a coefficient value close to +1 describes a strong positive relationship between two constructs. With a statistical T-value far beyond the critical value of 1,654, it can be concluded that the balance between

employees' work and personal lives has been statistically proven to significantly increase employee engagement. Thus, Hypothesis 3 (H3) is accepted.

4. H4: Green Compensation and Reward have a positive effect on Employee Engagement
The test results showed that Green Compensation and Reward (GCR) had a positive and significant effect on Employee Engagement (EE), with a path coefficient value of 0.431, a statistical T-value of 6.420, and a P value of 0.000.

These results show that sustainability-based compensation and reward systems are able to meaningfully increase employee engagement, signaling that employees respond positively to incentives that align with sustainability values. Thus, Hypothesis 4 (H4) is accepted.

5. H5: Employee Engagement has a positive effect on Employee sustainable performance
The test results showed that Employee Engagement (EE) had a positive and significant effect on Employee sustainable performance (ESP), with a path coefficient value of 0.415, a statistical T value of 4.274, and a P value of 0.000. Thus, Hypothesis 3 is accepted. The path coefficient value of 4.274 is the largest value among direct predictors of employee sustainable performance, which indicates that Employee Engagement is the most dominant direct predictor of employee sustainable performance in this study model.

These results confirm that Employee Engagement is the strongest direct predictor of employee sustainable performance in this research model. Thus, Hypothesis 5 (H5) is accepted.

Specific Indirect Effects Hypothesis Testing

Indirect influence testing was performed to analyze the role of mediation Employee Engagement in the relationship between exogenous variables and Employee sustainable performance. According to (Hair, 2022), there are three types of mediation according to Zhao, Lynch & Chen (2010): (1) indirect-only mediation (full mediation), i.e. when the indirect influence is significant but the direct influence is insignificant; (2) complementary mediation (partial mediation), which is when both are significant and unidirectional; and (3) competitive mediation, that is, when the two are significant but in opposite directions. The results of the specific tests are presented as follows.

Table Error! No text of specified style in document..2 Indirect Influence Test Results (Specific Indirect Effects)

Path Coefficients	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Remarks
Specific Indirect Effects						
H6 : Employee Engagement is able to mediate the influence of Work-Life Balance on Employee sustainable performance	0.199	0.207	0.055	3.594	0.000	Accepted (indirect-only mediation)
H7 : Employee engagement is able to mediate the influence of Green Compensation Reward on Employee sustainable performance	0.179	0.181	0.045	3.968	0.000	Accepted (complementary mediation)

6. H6: Employee Engagement is able to mediate the influence of Work-Life Balance on Employee sustainable performance

Test results specific indirect effects indicates that the indirect influence Work-Life Balance against Employee sustainable performance through Employee Engagement positive and significant, with an indirect path coefficient (β) of 0.199, a T-statistic of 3.594 (> 1.654),

and p-value by 0.000 (< 0.05). If confirmed by the results of the H1 direct effect test, where the direct effect Work-Life Balance against Employee sustainable performance proved to be insignificant ($\beta = -0.023$; $p = 0.413$), then based on the mediation framework (Hair, 2022) This condition meets the criteria indirect-only mediation or full mediation (full mediation). That is, the entire influence Work-Life Balance against Employee sustainable performance fully channeled through Employee Engagement as a mediator. Employee Engagement It acts as a transmission mechanism that explains how employees' work-life balance ultimately impacts their sustainable performance. Thus, Hypothesis 6 (H6) is accepted.

7. H7: Employee engagement is able to mediate the effect of Green Compensation Reward on Employee sustainable performance

Test results specific indirect effects indicates that the indirect influence Green Compensation and Reward against Employee sustainable performance through Employee Engagement positive and significant, with an indirect pathway coefficient (β) of 0.179, a T-statistic of 3.968 (> 1.654), and p-value by 0.000 (< 0.05). Remembering the direct influence Green Compensation and Reward against Employee sustainable performance (H2) is also proven to be significant ($\beta = 0,269$ $p = 0.000$) and both are positively marked, then based on (Hair, 2022), this condition meets the criteria complementary mediation or partial mediation (partial mediation). This means that Employee Engagement mediate part of the relationship between Green Compensation and Reward and Employee sustainable performance, but direct influence Green Compensation and Reward to sustainable performance remains valid independently. Thus, Hypothesis 7 (H7) is accepted.

This section describes the managerial meaning of the results of the hypothesis testing that has been carried out, by referring to the theories used in the research, comparing with the findings of previous research, and contextualizing the results with the empirical conditions at PT. OEKA as an object of research. In accordance with the thesis writing guide, this discussion no longer presents statistical figures, but focuses on the interpretation of the meaning and managerial implications of each hypothesis tested.

The Effect of Work-Life Balance on Employee Sustainable Performance

The results of the first hypothesis test show that Work-Life Balance has not been proven to have a significant effect directly on the employee sustainable performance of employees of PT. OEKA, so Hypothesis 1 (H1) is rejected. These findings provide an important understanding that in the context of the oil and gas industry with highly demanding work characteristics, such as rotation-based work systems, remote placements, and high operational pressures, work-life balance alone is not enough to directly drive employee sustainable performance.

This finding can be explained through the framework of Job Demands-Resources Theory (JD-R Theory) developed by Bakker & Demerouti (2007), which explains that job resources such as work-life balance do not automatically produce performance directly, but rather encourage employee engagement through a motivational process. In this process, work-life balance acts as a source of psychological energy that strengthens the employee's capacity to fully engage in work, which will ultimately have an impact on sustainable performance.

The relevance of these findings can also be understood from the perspective of Social Exchange Theory (Blau, 1964), which states that the reciprocal relationship between the organization and employees is not always direct. When organizations provide work-life balance policies, employees tend to reciprocate through increased emotional and motivational engagement first, rather than directly in the form of measurable performance. This exchange mechanism explains why indirect channels through Employee Engagement have proven to be more significant than direct channels.

These findings are in line with the results of the study (Sutanto et al., 2024) published in International Journal of Business and Society. The study used a quantitative approach using the PLS-SEM method on 207 employees from various industrial sectors in the city of Surabaya, Indonesia, and empirically proved that work-life balance does not have a significant effect directly on employee performance. The results of hypothesis testing in the study showed a T-statistical value that was far below the critical value, so that the hypothesis had a direct influence work-life balance performance was declared unacceptable. (Sutanto et al., 2024) explicitly concludes that in order to improve employee performance directly and effectively, the company needs to focus on variables that have a direct path of influence, namely employee engagement and job satisfaction, not just through policies work-life balance. Furthermore, the study proves that the influence of work-life balance to employee performance is indirect, that is, channeled through mediation employee engagement, which the findings are fully consistent with the full mediation pattern found in this study. Findings (Sutanto et al., 2024) at the same time reinforcing the relevance of the Indonesian context where this research was also carried out that psychological mechanisms through employee involvement are the dominant pathway in connecting work-life balance with employee performance.

In the context of PT. OEKA as an oil and gas company in the Karang Agung Block, South Sumatra, the high demanding operational conditions make the effect of work-life balance on sustainable performance indirect. Employees who feel a good work-life balance will first increase their engagement, and it is from this engagement that sustainable performance is encouraged. Therefore, the management of PT. OEKA should view work-life balance policies as a long-term investment in building employee engagement, which will ultimately contribute to sustainable performance. These findings are also relevant to the SDG 3 (Good Health and Well-being) goal, where employee well-being is an important prerequisite before optimal performance can be achieved.

The Effect of Green Compensation and Reward on Employee sustainable performance

The results of the second hypothesis test prove that Green Compensation and Reward has a positive and significant effect on the sustainable employee performance of PT. OEKA, so that Hypothesis 2 (H2) is accepted. These findings mean that an environmentally oriented compensation and reward system has been shown to be able to drive employees' sustainable performance directly, without having to be mediated by other variables first.

Theoretically, these findings support Social Exchange Theory's argument that employees who are rewarded for their contribution to a company's sustainability goals will reciprocate with more responsible and long-term oriented work behaviors. Within the framework of Green Human Resource Management (GHRM), the provision of environmental performance-based compensation creates alignment between the individual interests of employees and the organization's sustainability goals. Employees understand that their performance is recognized not only in terms of productivity, but also in terms of environmental responsibility.

These findings are in line with the results of the study (Anggara & Cashmere, 2025) which proves that green compensation and reward directly improve employee sustainable performance in various industrial sectors. (Puspitasari et al., 2024) in his research in the SOE environment also found that green compensation and benefits plays an important role in forming a sustainable work orientation among employees. Further, (Puspitasari et al., 2024) emphasizing that green awards have a real role in shaping sustainable performance behavior, especially in companies that have a high commitment to environmental goals.

In the context of PT. OEKA, as an oil and gas company operating in areas with significant environmental impacts, the implementation of green compensation and reward has high strategic relevance. Employees who are rewarded for achieving environmental, energy efficiency, and occupational safety targets will be encouraged to consistently maintain their

sustainable performance standards. This not only supports the fulfillment of environmental regulations, but also contributes to the achievement of SDG 12 (Responsible Consumption and Production) goals which are very relevant to the oil and gas industry. Thus, investing in a green compensation and reward system is a strategic decision that has a direct impact on the quality of the organization's sustainable performance.

The Effect of Work-Life Balance on Employee Engagement

The results of the fourth hypothesis test prove that Work-Life Balance has a positive and significant effect on the Employee Engagement of PT. OEKA with the highest influence strength among all paths in the model, so Hypothesis 3 (H3) is accepted. These findings contain a very important strategic significance that employees' ability to balance work and personal life is the strongest foundation in building employee engagement in the oil and gas industry environment.

Within the framework of JD-R Theory, work-life balance serves as the most basic job resource in preventing burnout and encouraging engagement. When employees have enough time to recover physical and psychological energy outside of work hours, they are able to return to work with high passion, focus, and dedication. This recovery process is a key mechanism that explains the strong relationship between work-life balance and employee engagement, especially in demanding work environments such as the oil and gas industry.

From the perspective of Social Exchange Theory, a good work-life balance policy is a form of real organizational support and can be felt directly by employees. When companies provide flexibility, respect for employees' personal time, and support for role balance, employees will view it as an organizational investment in their well-being. In response, employees are encouraged to reciprocate such support by demonstrating higher engagement and a stronger commitment to the organization's goals.

These findings are in line with research (Imawan & Lesmana, 2024) who found that work-life balance is the strongest predictor employee engagement in Indonesia's manufacturing sector. (Ahmed et al., 2025) also proved in his research in private banking that employees who have work-life balance Good indicates a consistently higher level of engagement than employees who experience role conflicts. Meanwhile, (Aydin, 2026) In its systematic review and meta-analysis confirm that flexibility and work-life balance have a strong positive correlation with employee engagement across industry contexts.

For PT. OEKA, the magnitude of the influence of work-life balance on employee engagement is a very significant finding from a managerial perspective. The company's operational characteristics in the Karang Agung Block, which include placement in remote locations, a rotational work system, and limited access to social facilities, create challenges for employees in managing their balance of roles. The results of the company's 2025 internal survey showing that the work-life balance score needs to be improved reinforces the urgency of developing policies that actively support the work-life balance of employees. Targeted policy interventions, such as more humane rotation schedules, the provision of remote communication facilities to maintain family relationships, and employee welfare programs in remote locations, will have a significant impact on increasing employee engagement. This also supports the goals of SDG 3 (Good Health and Well-being) and SDG 8 (Decent Work and Economic Growth) which are the foundation for sustainability in this study.

The Effect of Green Compensation and Reward on Employee Engagement

The results of the fifth hypothesis test prove that Green Compensation and Reward have a positive and significant effect on the Employee Engagement of PT. OEKA, so that Hypothesis 4 (H4) is accepted. These findings reveal that when employees are rewarded for their behavior and contribution to the company's environmental sustainability goals, their engagement in work will increase meaningfully.

From the perspective of JD-R Theory, green compensation and reward act as an organizational resource that strengthens the motivational process of employees. Environment-based reward create a sense of meaning where employees feel that their contributions have a broader impact than just operational productivity. This perception of meaningfulness is one of the main drivers of work engagement that has been identified in various studies within the framework of JD-R.

The relevance of these findings from the perspective of Social Exchange Theory is also very strong. When an organization explicitly recognizes and reward employees' contributions to the sustainability agenda through a structured compensation system, employees will view it as a sincere and equal form of recognition. In response, they will increase work engagement as a form of positive social exchange. The principle of norms of reciprocity that is at the heart of this theory explains why environment-based reward consistently result in increased employee engagement.

These findings are in line with research (Budget, 2025) which proves that green compensation and reward significantly improve employee engagement in Indonesia's manufacturing sector. (Kusnawan et al., 2025) in their systematic review of Green HRM practices also affirmed that the integration of innovation in sustainability-based compensation and reward systems has proven effective in driving employee engagement and commitment to organizational goals. Meanwhile, (Alfadel et al., 2025) found that green work engagement increases significantly when organizations implement inclusive GHRM practices, including an environmental performance-based reward system.

In the context of PT. OEKA, these findings have significant practical implications. As an oil and gas company with great environmental responsibility, the development of a structured green compensation and reward program such as special incentives for employees who achieve emission reduction, energy efficiency, or occupational safety targets will directly increase employee engagement. The program not only meets the demands of environmental regulations, but also builds a sustainability-oriented work culture, which is an important prerequisite for achieving the goals of SDG 12 and SDG 8 in the long term.

The Effect of Employee Engagement on Employee Sustainable Performance

The results of the third hypothesis test prove that Employee Engagement has a positive and significant effect on the Employee sustainable performance of PT. OEKA, with the greatest influence strength among all the direct paths in the model, so Hypothesis 5 (H5) is accepted. These findings confirm that employee engagement is a key predictor of sustainable performance in a highly demanding industrial environment.

These findings can be explained in depth through the framework of the JD-R Theory. According to Bakker & Demerouti (2007), engaged employees have psychological resources in the form of vigor, dedication, and absorption that allow them to not only work productively, but also maintain their work performance consistently in the long term. In the JD-R motivational process, high work engagement serves as a catalyst that transforms work resources into sustainable performance outcomes.

In the perspective of Social Exchange Theory, employees who feel recognized, supported, and appreciated by the organization will be encouraged to reciprocate through deep and consistent engagement. This involvement further manifests itself in the form of work performance that is not only good at a certain period, but sustainable in the long term. Thus, Employee Engagement becomes a bridge between organizational resources and employee performance outcomes.

These findings are consistent with the results of the study (Nusraningrum, Widodo, et al., 2024) which proves that employee engagement is the main driver of the sustainable performance of employees in Jakarta's logistics sector. (Ji et al., 2021) In its conceptual research, it also emphasizes that employee engagement is a central component in the

framework Employee sustainable performance (E-SuPer). Meanwhile, (Sumarno & M. Ali Iqbal, 2022) found that employee engagement High consistently results in better and more stable performance, especially in organizations that face the pressures of a complex work environment.

For PT. OEKA, these findings have very important managerial implications. Challenging working conditions in the oil and gas sector, including placement in remote locations, rotational work systems, and high operational pressures, make employee engagement the main capital so that employees are able to maintain consistency in their performance. The company's internal data showing an increase in the number of low performers in recent years further strengthens the urgency to increase employee engagement as the main strategy for improving organizational performance. These findings also contribute to the achievement of SDG 8 (Decent Work and Economic Growth), where high employee engagement is the foundation for inclusive and sustainable economic growth.

The Role of Employee Engagement Mediation on the Effect of Work-Life Balance on Employee Sustainable Performance

The results of the sixth hypothesis test prove that Employee Engagement is proven to mediate the effect of Work-Life Balance on the Employee sustainable performance of PT. OEKA, so that Hypothesis 6 (H6) is accepted. These full mediation findings are one of the most important findings in this study because they comprehensively explain the psychological mechanisms that link work-life balance to employee sustainable performance.

Based on the mediation classification put forward by Zhao, Lynch & Chen (2010) as adopted by (Hair, 2022), a condition in which indirect influence is significant but direct influence is insignificant is categorized as indirect-only mediation or full mediation. This means that Employee Engagement not just to strengthen the relationship between Work-Life Balance and Employee sustainable performance, but rather being the only line that connects the two. Without mediation Employee Engagement, Work-Life Balance cannot independently produce meaningful sustainable performance.

Theoretically, these findings provide empirical validation of the motivational processes postulated by the JD-R Theory. Within the framework of this theory, work-life balance as a job resource works through a motivational pathway: the available resources increase employee energy and morale, which ultimately promotes sustainable work performance. This pathway is strongly confirmed in this study, as well as explaining why the direct influence of work-life balance on performance is not proven because the overall effect is channeled through the involvement of employees as mediators.

The findings of this full mediation are also consistent with the Social Exchange Theory argument: the work-life balance benefits provided by organizations first build employee trust and commitment (which is reflected in employee engagement), and it is from this commitment that sustainable performance is formed. This gradual process of social exchange explains the need for psychological mediators in the chain of effects of work-life balance on performance.

These findings are reinforced by the results of the study (Budget, 2025) who found that employee engagement mediate the relationship between sustainability-based human resource policies and employee performance. (Dewanto & Arijanto, 2025) In their research at management consulting firms also found that employee engagement Mediating influence work-life balance to the continuous performance of employees. Further, (Imawan & Lesmana, 2024) confirms that work engagement consistently acts as a mediator in the chain of influence work-life balance to performance, with full mediation that is proven in the context of demanding work.

The managerial implications of the findings of this full mediation are very clear for PT. OEKA: Investing in work-life balance policies will not result in direct sustainable performance improvements, but will be effective when integrated with programs that build employee

engagement in parallel. This integrated strategy, for example, through the development of a work culture that respects balance while encouraging active employee engagement is the most effective approach to improve employees' sustainable performance in the long term. Thus, these findings reinforce the relevance of SDG 3 and SDG 8 as mutually reinforcing pillars of sustainability in the context of managing human resources in the oil and gas industry.

The Role of Employee Engagement Mediation on the Effect of Green Compensation and Reward on Employee Sustainable Performance

The results of the seventh hypothesis test prove that Employee Engagement is proven to partially mediate (partial mediation / complementary mediation) the effect of Green Compensation and Reward on Employee sustainable performance of employees of PT. OEKA, so that Hypothesis 7 (H7) is accepted. These partial mediation findings provide a richer understanding than full mediation, as they show that Green Compensation and Reward have two pathways of influence that run simultaneously and complement each other on employees' sustainable performance.

Based on the classification of Zhao, Lynch & Chen (2010) in Hair et al. (2022), conditions in which both direct and indirect influences are equally significant and unidirectional are categorized as complementary mediation. This means that Employee Engagement strengthens and complements the direct influence of Green Compensation and Reward on sustainable performance, so that the total impact of Green Compensation and Reward on Employee sustainable performance is greater than if it were only through one channel. This complementary mediation pattern shows that green compensation and reward are variables that have layered influence on employee performance.

Within the framework of JD-R Theory, green compensation and reward work through two different mechanisms simultaneously. First, through a direct pathway: environment-based reward provide employees with a clear signal about expected performance standards, thus directly influencing their onboarding and performance behavior. Second, through indirect channels: the same reward increase employee engagement and intrinsic motivation, which in turn consistently drives sustainable performance. These two mechanisms reinforce each other and create a greater total impact on performance.

The perspective of Social Exchange Theory also provides a strong explanation. Environment-based reward directly provide financial and non-financial incentives that encourage work behaviors that are in line with sustainability goals (direct pathways). At the same time, the award builds the perception of employees that the organization values their contributions holistically, which in turn increases their commitment and engagement (indirect path through engagement). The combination of these two pathways creates a more comprehensive and sustainable impact.

The findings of this partial mediation are consistent with the results of the study (Budget, 2025) who found that employee engagement partially mediate the relationship between green compensation and reward with sustained performance, where both paths of influence prove statistically significant. (Nusraningrum, Rahmawati, et al., 2024) In his research in the logistics sector, he also found a similar complementary mediation pattern, where employee engagement strengthen but not replace the direct influence of GHRM practices on performance. (Anggara & Cashmere, 2025) further affirms that an effective green reward system provides a layered impact that includes immediate behavioral change as well as increased intrinsic motivation through employee engagement.

From the management perspective of PT. OEKA, the findings of this partial mediation have important strategic implications. The company's green compensation and reward program needs to be designed comprehensively to be able to work effectively through both channels simultaneously. In terms of direct pathways, the reward system needs to include measurable and transparent incentives related to the achievement of environmental targets, so that

employees have a clear extrinsic motivation. In terms of indirect pathways, reward programs need to be communicated in a way that builds a sense of pride and meaning of work among employees, thereby increasing their intrinsic engagement. An effective communication strategy about employee contributions to the company's sustainability will strengthen the mediation channel through engagement. Thus, these findings reinforce the importance of integration between the goals of SDG 12 (Responsible Consumption and Production) and SDG 8 (Decent Work and Economic Growth) in the HR management strategy of PT. OEKA in a sustainable manner.

CONCLUSION

Based on the results of the analysis using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method on 128 employees of PT. OEKA, it can be concluded that Green Compensation and Reward and Employee Engagement have a positive and significant effect on Employee Sustainable Performance, while Work-Life Balance does not have a direct effect on Employee Sustainable Performance. However, Work-Life Balance has been proven to have a positive effect on Employee Engagement, as well as Green Compensation and Reward which also increase Employee Engagement. The results show that Employee Engagement is the most dominant factor in improving Employee Sustainable Performance, as well as acting as a full mediator in the relationship between Work-Life Balance and Employee Sustainable Performance, as well as as a partial mediator in the relationship between Green Compensation and Reward and Employee Sustainable Performance. These findings indicate that the continuous improvement of employee performance does not depend only on work-life balance and an environment-based reward system, but is largely determined by the company's success in building employee attachment to work and the organization. Therefore, PT. OEKA needs to integrate work-life balance policies, green compensation and reward, and employee engagement strategies in a sustainable manner in order to be able to create optimal, adaptive, and sustainable employee performance in accordance with the demands of the oil and gas industry.

Limitations of the Study

This study is subject to several limitations that should be considered when interpreting its findings. First, the research was conducted at a single company, PT. OEKA, with a sample of 128 employees at one operational site (the Karang Agung Block, South Sumatra), which limits the generalizability of the findings to other oil and gas companies or industry sectors. Second, the cross-sectional design captures relationships among variables at a single point in time and therefore cannot capture how these relationships evolve over time. Third, the research model includes only four constructs (work-life balance, green compensation and reward, employee engagement, and employee sustainable performance); the coefficient of determination indicates that a substantial proportion of the variance in employee sustainable performance is explained by factors outside the model, such as leadership, organizational culture, or training. Fourth, data were collected through a self-report questionnaire, which may be subject to common-method bias and may not fully correspond to objective, company-recorded performance indicators.

Suggestions for Future Research

In light of these limitations, several directions are proposed for future research. First, future studies could extend the scope of analysis to multiple oil and gas companies or compare across energy subsectors (e.g., geothermal or renewable energy) to enhance external validity. Second, moderating and control variables, such as leadership style, supervisor support, organizational culture, or employee demographic characteristics, could be incorporated to provide a richer understanding of the boundary conditions under which the hypothesized relationships hold. Third, a longitudinal design would allow researchers to capture the

dynamics of these relationships over time and strengthen causal inference. Fourth, a mixed-methods approach combining quantitative analysis with in-depth interviews could offer richer, contextualized insights into the mechanisms driving employee engagement and sustainable performance. Finally, given the strong relevance of green compensation and reward and employee sustainable performance to sustainability agendas, the proposed model could be tested in other environmentally significant sectors, such as mining, forestry, or resource-based manufacturing, to assess its broader applicability.

REFERENCES

- Abbas, G. (2025). *Enhancing employee sustainable performance through compensation: the moderating role of an innovative safety climate and the mediating role of workplace health*. *International Journal of Productivity and Performance Management*, 1–23. <https://doi.org/10.1108/IJPPM-03-2025-0167>
- Adi Ahdiat. (2024). *Indonesia's Labor Productivity Ranked 5th in ASEAN in 2023*. Databooks. <https://databoks.katadata.co.id/en/agroindustry/statistics/66e18f8d40dd8/indonesias-labor-productivity-ranked-5th-in-asean-in-2023#>
- Ahmed, S., Ahmed, R., & Ahmed, E. (2025). *How employee engagement mediates the training and development and work – life balance towards job performance of the private banks ?* 37(7), 2015–2040. <https://doi.org/10.1108/TQM-10-2023-0316>
- Alfadel, A., Al, S. M., Wasea, A., Ghani, A., Al, S., Adeeb, M., & Ahmed, A. (2025). *Fostering sustainable development : the role of green HRM and green work engagement*. *Discover Sustainability*. <https://doi.org/10.1007/s43621-025-01167-z>
- Alkaf, H., Rahman, A., & Putri, D. (2024). *Sustainable human resource management practices and organizational performance: A systematic review*. *Journal of Cleaner Production*, 410, 137245.
- Alkandi, I. (2025). *Green transformational leadership and its impact on employee environmental performance through internal environmental orientation and green reward and incentives*. 1–30.
- Andrli, B. (2023). *Employee Engagement Management in the COVID-19 Pandemic : A Systematic Literature Review*.
- Anggara, N. (2025). *The Influence of Green Compensation and Reward and Leadership Style on Employee sustainable performance with Employee Engagement as a Mediating Variable*. 4(9), 4211–4226.
- Anggara, N., & Kasmir. (2025). *Green compensation and reward system in enhancing sustainable employee performance*. *Asian Journal of Business and Management*, 13(1), 22–35.
- Anpe, A. A., & Nmadu, T. (2025). *Effect of Work-Life Balance and Affective Commitment on Employee Performance in the Hotel Industry in Plateau State*. IX(2454). <https://doi.org/10.47772/IJRISS>
- Ardansyah, Afrizal Nilwan, I. A. (2023). *The Impact Of Product Quality And Consumers Satisfaction On Costumer Loyalty*.
- Austen, A. (2024). “ Give me some flexibility and I will perform better ”: longitudinal lessons on the antecedents of job performance. (2022). <https://doi.org/10.1108/JOEPP-12-2023-0568>
- Aydin, Ç. (2026). *The relationship between flexible work arrangements and employee engagement across countries 'levels of development : A systematic mini-review and meta-analysis*.
- Bakker, A. B., & Demerouti, E. (2007). *The Job Demands-Resources model: State of the art*. *Journal of Managerial Psychology*, 22(3), 309–328. <https://doi.org/10.1108/02683940710733115>

- Chowdhury, S. R. (2024). *Enhancing Employee Performance Through Green Human Resource Management: A Comprehensive Literature Review and Suggestions for Potential Researchers*. 10(2), 21–32.
- Courchesne, S. A., Styne, D., & Semeijn, J. H. (2024). *New ways of fostering sustainable employability in inter-organizational networks: an explorative study to understand the factors and mechanisms for their success*. 46(9), 115–140. <https://doi.org/10.1108/ER-09-2023-0462>
- Creswell, Jhon W, Creswell, D. J. (2023). *Research Design Qualitative, Quantitative, and Mixed Methods Approaches* (Sixth Edit). SAGE Publisher.
- Deshpande, P., & Srivastava, A. P. (2023). *A study to explore the linkage between green training and sustainable organizational performance through emotional intelligence and green work life balance*. *European Journal of Training and Development*, 47(5–6), 615–634. <https://doi.org/10.1108/EJTD-11-2021-0182>
- Dewanto, M. H., & Arijanto, A. (2025). *The Influence of Work-Life Balance, Green Transformational Leadership, and Learning Organization on Sustainable Employee Performance Mediated by Job Satisfaction in Management Consulting Firms*. *Formosa Journal of Multidisciplinary Research*, 4(7), 3323–3342. <https://doi.org/10.55927/fjmr.v4i7.355>
- Dwitanti, E., Murwani, F. D., & Siswanto, E. (2023). *the Effect of Work-Life Balance on Employee Performance Through Work Stress and Workload*. *International Journal of Business, Law, and Education*, 4(2), 569–586. <https://doi.org/10.56442/ijble.v4i2.211>
- Edgar, F., Zhang, J. A., Podgorodnichenko, N., Akmal, A., & Peng, K. (2026). *Understanding employees' environmentally sustainable work behavior: the roles of self-transcendence values, innovative work attitudes and sustainable performance management*. *International Journal of Productivity and Performance Management*, 75(11), 1–28. <https://doi.org/10.1108/ijppm-11-2024-0783>
- Fadhilah, N., Setiawan, B., & Nugraha, D. (2022). *Environmental performance indicators in oil and gas industry: Evidence from Indonesia*. *Journal of Environmental Management*, 305, 114354.
- Gwenith Fisher-McAuley; Jeffrey M. Jeffrey A. Jolton 'James Gavin. (n.d.). No Title. In *Modeling the Relationship between Work/Life Balance and Organizational Outcomes*.
- H. John Bernardin, J. E. A. R. (n.d.). *Human Resource Management An Experiential Approach*. McGraw-Hill.
- Haile, T., & Singh, R. (2026). *Do green reward really matter? Reassessing their role in employee sustainability performance*. *International Journal of Organizational Analysis*, 34(1), 88–105.
- Hair, J. F. (2022). *A primer on partial least squares structural equation modeling (PLS-SEM)* / Joe F. Hair, Jr., G. Tomas M. Hult, Christian M. Ringle, Marko Sarstedt (Third Edit). SAGE Publisher.
- Hair Jr et al. (2019). *Partial least squares structural equation modeling (PLS-SEM) using R: A workbook* (p. 197). Springer Nature. In *Structural Equation Modeling: A Multidisciplinary Journal* (Vol. 30, Number July).
- Hakim, M. M. (2023). *Work-Life Balance, Take Home Pay and Workplace Environment: Which One has the Most Influence toward Employee Performance on Gen Z?* *JSHP : Jurnal Sosial Humaniora Dan Pendidikan*, 8(1), 86–102. <https://doi.org/10.32487/jshp.v8i1.1810>
- Hana, D. A., & Suprpto. (2024). *Journal of Sustainable Economic and Business*. *Journal of Sustainable Economic and Business (JOSEB)*, 1(1), 49–58.
- Hatipoğlu, Z., & Akduman, G. (2025). *The Mediating Role of Sustainable Leadership in Green Human Resource Management Practices and Organizational Commitment: A Case Study*

- in Turkey. *Sustainability (Switzerland)*, 17(11), 1–20. <https://doi.org/10.3390/su17114991>
- Hayman, J. (2005). Psychometric Assessment of an Instrument Designed to Measure Work Life Balance. *Research and Practice in Human Resource Management*, 13(1), 85–91.
- Ifeanyi Onyedika Ekemezie, Damilola Emmanuel Ogedengbe, Mojisola Abimbola Adeyinka, Ayodeji Abatan, & Andrew Ifesinachi Daraojimba. (2024). *The role of HR in environmental sustainability initiatives within the oil and gas sector*. *World Journal of Advanced Engineering Technology and Sciences*, 11(1), 345–364. <https://doi.org/10.30574/wjaets.2024.11.1.0059>
- Imawan, I., & Lesmana, M. T. (2024). *Work-Life Balance , Work Engagement and Employee Performance : An Examining the Mediating Role of Job Satisfaction*. 5(2), 166–186.
- Ji, T., Jonge, J. De, & Peeters, M. C. W. (2021). *Employee sustainable performance (E-SuPer): Theoretical Conceptualization , Scale Development , and Psychometric Properties*.
- Kementerian Tenaga Republik Indonesia, K. (2024). *Tingkat Produktivitas Tenaga Kerja Tahun 2024*. Satudata Kemenaker. <https://satudata.kemnaker.go.id/data>
- Kusnawan, A., Riyadi, S., Muhdaliha, E., Saputro, A., & Jemmy. (2025). *Integration of Innovation in Green Human Resources Management: A Systematic Review of Compensation and Reward for Organizational Sustainability*. *Jurnal Ekonomi Dan Bisnis*, 23(3), 1–9. <https://jurnal.ubd.ac.id/index.php/ds>
- Lin, Z., Gu, H., Gillani, K. Z., & Fahlevi, M. (2024). *Impact of Green Work–Life Balance and Green Human Resource Management Practices on Corporate Sustainability Performance and Employee Retention: Mediation of Green Innovation and Organisational Culture*. *Sustainability (Switzerland)*, 16(15). <https://doi.org/10.3390/su16156621>
- Lousã, E. P., Alves, M. P., & Koopmans, L. (2024). *Adaptation and Validation of the Individual Work Performance Questionnaire into a Portuguese Version*. *Administrative Sciences*, 14(7). <https://doi.org/10.3390/admsci14070150>
- Mahira winda, K. R. (2025). *No Title*. 9(2004), 127–135.
- Miah, M., Szabó-szentgróti, G., & Walter, V. (2024). *A systematic literature review on green human resource management (GHRM): an organizational sustainability perspective*. *Cogent Business & Management*, 11(1). <https://doi.org/10.1080/23311975.2024.2371983>
- Moralista, R. B., & Rueda, R. B. (2023). *Journal of Advanced Zoology*. *Journal of Advance Zoology*, 44(03), 1770–1780.
- Naufal, M., & Diana, S. (2025). The role of work-life balance on employee performance: A non-significant relationship. *Jurnal Ilmu Manajemen*, 11(2), 101–110.
- Nazneen, A., Qazi, S., & Shamim, M. (n.d.). *Study of Impact of Green HRM Practices and Employee Performance in Hospitality Sector*. 8984, 1012–1028.
- Nugroho, D. A. (2025). Work-life balance and its effect on sustainable employee performance. *Jurnal Manajemen Sumber Daya Manusia*, 9(1), 55–68.
- Nurapriyanti, T., & Dharma, U. B. (2025). *Sustainability in Human Resources*. (1), 1–15.
- Nusraningrum, D., Rahmawati, A., Wider, W., Jiang, L., & Udang, L. N. (2024). Enhancing employee performance through motivation: the mediating roles of green work environments and engagement in Jakarta’s logistics sector. *Frontiers in Sociology*, 9(May), 1–8. <https://doi.org/10.3389/fsoc.2024.1392229>
- Nusraningrum, D., Widodo, S., & Hartono, A. (2024). Employee engagement as a driver of sustainable performanceNusraningrum, D., Widodo, S., & Hartono, A. (2024). Employee engagement as a driver of sustainable performance. *Management Science Letters*, 14(2), 233–244. *Management Science Letters*, 14(2), 233–244.
- Pandey, D. L., Risal, N., & Bhandari, S. (2023). Original paper sustainable HRM and employee performance: An operational analysis through AMO Model in Nepalese Hotel Industry. *International Social Science and Humanities Studies*, 3(1), 36–54. <https://www.researchgate.net/profile/Nischal->

- Risal/publication/369829624_Sustainable_HRM_and_Employee_Performance_An_Operational_Analysis_through_AMO_Model_in_Nepalese_Hotel_Industry/links/642ebb444e83cd0e2f958ea3/Sustainable-HRM-and-Employee-Performance-
- Puspitasari, A., Palupiningtyas, D., & Sn, K. (2024). *Sinergi Keberlanjutan : Mengungkap Pengaruh Green Compensation and Benefits terhadap Peningkatan Kinerja Karyawan*. 1(1).
- Putri, D. N., & Sumarsono, T. G. (2025). Work life balance and work environment as determinants of employee performance: Empirical insights from a human resource perspective. *Journal of Economic, Business & Accounting Research*, 3(1), 1–27. <https://doi.org/10.61511/jembar.v3i1.2025.1855>
- Rifka Alkhilyatul Ma'rifat, I Made Suraharta, I. I. J. (2024). *No Title 済無No Title No Title No Title*. 2(2), 306–312.
- Sibarani, T. (2023). *Employee sustainable performance measurement in Indonesian oil and gas companies*. *Jurnal Energi Dan Lingkungan*, 19(2), 75–89.
- Statistik, B. P. (2024). *Keadaan Pekerja di Indonesia Agustus 2024*. Badan Pusat Statistik. <https://www.bps.go.id/id/publication/2024/12/09/e1d598ff2e31af0983bb011b/keadaan-pekerja-di-indonesia-agustus-2024.html>
- Sumarno, A., & M. Ali Iqbal. (2022). the Effect of Internal Communication and Employee Well-Being on Employee Performance, Mediated Thru Employee Engagement (Study At Pt Wuzha). *Dinasti International Journal of Management Science*, 3(6), 1015–1031. <https://doi.org/10.31933/dijms.v3i6.1303>
- Susanto, P., Hoque, M. E., Jannat, T., & Emely, B. (2022). *Work-Life Balance , Job Satisfaction , And Job Performance Of Smes Employees : The Moderating Role Of Family-Supportive Supervisor Behaviors*. 13(June), 1–12. <https://doi.org/10.3389/fpsyg.2022.906876>
- Sutanto, E. M., Sigiols, P. J., & Wijaya, E. N. (2024). *Work-Life Balance , Employee Engagement , Job Satisfaction , And Indonesian Employees ' Performance*. 25(3), 832–851.
- Van Der Vaart, L. (2021). The Performance Measurement Conundrum: Construct Validity Of The Individual Work Performance Questionnaire In South Africa. *South African Journal Of Economic And Management Sciences*, 24(1), 1–11. <https://doi.org/10.4102/Sajems.V24i1.3581>
- Veerasamy, U., Joseph, M. S., & Parayitam, S. (2024). Green Human Resource Management Practices And Employee Green Behavior. *Journal Of Environmental Planning And Management*, 67(12), 2810–2836. <https://doi.org/10.1080/09640568.2023.2205005>
- Yin, Y., Wang, Y., & Lu, Y. (2025). How To Design Green Compensation To Promote Managers ' Pro - Environmental Behavior ? A Goal - Framing Perspective. *Journal Of Business Ethics*, 197(2), 341–353. <https://doi.org/10.1007/S10551-024-05762-4>