

***Interpersonal Communication and Work-Life Balance:
Key Drivers of Contract Employee Performance***

**Komunikasi Interpersonal dan Keseimbangan Kehidupan Kerja:
Faktor Kunci Kinerja Karyawan Kontrak**

Ari Awaludin¹, Nandang², I Dewa Gede Sayang Adi Yadyana³

Management Study Program, Universitas Buana Perjuangan Karawang^{1,2,3}

mn21.ariawaludin@mhs.ubpkarawang.ac.id¹, nandang@ubpkarawang.ac.id²,

idewa.adiyanya@gmail.com³

ABSTRACT

This study aims to analyze the effect of interpersonal communication (X1) and work-life balance (X2) on the performance of contract employees in the AC Division of PT Sharp Electronics Indonesia. Using a quantitative approach with a survey method, this study involved 50 contract employees as respondents, with data collected through questionnaires. Data analysis was conducted with multiple linear regression, t test, and F test to evaluate partial and simultaneous effects. The results showed that interpersonal communication and work-life balance have a significant effect on individual employee performance. Good communication enhances collaboration and productivity, while a maintained work-life balance supports well-being and motivation. However, when the two variables were analyzed together, they had no significant effect on performance, with a coefficient of determination of only 7.9%, indicating the presence of other factors affecting performance. Based on these findings, it is important for companies to improve interpersonal communication and support work-life balance to optimize employee performance. Therefore, companies need to design communication training programs and work flexibility policies.

Keywords: *Interpersonal Communication, Work-Life Balance, Employee Performance, PT Sharp Electronics Indonesia.*

ABSTRAK

Penelitian ini dilakukan untuk menganalisis dampak yang didapat dari komunikasi interpersonal (X1) serta keseimbangan kehidupan kerja (X2) terhadap kinerja karyawan kontrak pada Divisi AC PT Sharp Electronics Indonesia. Menggunakan pendekatan kuantitatif dengan metode survei, dengan melibatkan 50 karyawan kontrak sebagai responden, dengan data yang dikumpulkan melalui kuesioner. Analisis data dilakukan dengan regresi linear berganda, uji t, dan uji F untuk mengevaluasi pengaruh parsial dan simultan. Hasil penelitian menunjukkan bahwa komunikasi interpersonal dan keseimbangan kehidupan kerja berpengaruh signifikan terhadap kinerja karyawan secara individu. Komunikasi yang baik meningkatkan kolaborasi dan produktivitas, sementara keseimbangan kehidupan kerja yang terjaga mendukung kesejahteraan dan motivasi. Namun, ketika kedua variabel dianalisis bersama-sama, mereka tidak memiliki pengaruh signifikan terhadap kinerja, dengan koefisien determinasi hanya 7,9%, yang mengindikasikan adanya faktor lain yang mempengaruhi kinerja. Berdasarkan temuan ini, penting bagi perusahaan untuk meningkatkan komunikasi interpersonal dan mendukung keseimbangan kehidupan kerja agar kinerja karyawan dapat lebih optimal. Oleh karena itu, perusahaan perlu merancang program pelatihan komunikasi dan kebijakan fleksibilitas kerja.

Kata kunci: Komunikasi Interpersonal, Keseimbangan Kehidupan Kerja, Kinerja Karyawan, PT Sharp Electronics Indonesia

1. Pendahuluan

The rapid growth of globalization is compelling companies to maximize employee performance as a key strategy for achieving competitiveness and sustaining profitability. Human resources play a vital role in determining a company's success, particularly in maintaining productivity and ensuring operational continuity. High-quality human capital is essential not only for sustaining output but also for enhancing it in an increasingly dynamic business environment (Setiawan & Mulyani, 2021; Gunawan, Sudarmiati, & Churiyah, 2024). Therefore, organizations must focus on key factors that can drive optimal performance from their employees in pursuit of shared goals.

One of these key factors is interpersonal communication. Strong interpersonal communication fosters collaboration, improves team dynamics, boosts employee motivation, and enables effective problem-solving (Lestari & Wahyuni, 2022; Putri & Lestari, 2019). Several studies have shown a positive relationship between interpersonal communication and employee performance. For instance, Amalia, Karuppaiah, Hassan, and Patak (2023) emphasize that effective communication during remote work positively impacted performance outcomes. Similarly, Nugroho and Susanti (2020) highlight that interpersonal communication in the service sector significantly contributes to employee productivity. Further, Naibaho and Naibaho (2024) note that strong communication improves loyalty and engagement, while Yulita and Saputra (2017) observed its direct impact in the banking sector. However, some research shows inconsistencies; Rahardjo and Wijayanti (2021) and Melvani et al. (2024) found that while communication positively correlates with performance, the effect may vary depending on the context or mediating factors such as job satisfaction or environment. These divergent findings highlight a gap in understanding, especially within specific industrial and cultural contexts.

Another important aspect influencing performance is work-life balance. A well-maintained work-life balance helps employees manage stress, promotes well-being, and improves organizational commitment (Hidayat & Utami, 2018; Wulandari & Burgess, 2022). It also influences job satisfaction, loyalty, and overall productivity (Ambalika et al., 2024; Kurniawan & Siregar, 2023). Nonetheless, similar to interpersonal communication, there are conflicting views on its direct impact on employee performance. Sari and Prasetyo (2020) emphasize that work-life balance enhances employee motivation and focus, yet Setiawan and Mulyani (2021) argue its influence may be mediated by other factors such as job satisfaction. Gunawan et al. (2024) support this by showing job satisfaction as an intervening variable, while Inegbedion (2024) highlights commitment as the resulting factor of work-life balance. This inconsistency further illustrates the need for deeper investigation into how work-life balance affects employee output (Nasution & Harahap, 2024; Melvani et al., 2024).

Employee performance itself is a multifaceted construct that involves the quality and quantity of work completed in alignment with organizational standards. It encompasses aspects such as timeliness, initiative, responsibility, and cooperation (Naibaho & Naibaho, 2024; Nugroho & Susanti, 2020). Performance assessments typically evaluate these indicators to make strategic HR decisions. Understanding what drives or hinders performance is critical, particularly when the workforce includes both permanent and contract employees who may face different pressures and levels of job security (Ambalika et al., 2024).

In today's competitive business landscape, evaluating the performance of contract employees is especially urgent. Preliminary observations at PT Sharp Electronics Indonesia, a major player in the electronics industry, indicate that although overall productivity is considered adequate,

fluctuations in the performance of contract employees within the AC Division have raised concerns. Based on quarterly KPI data from 2024, there has been a notable decline in the number of contract workers who meet the minimum required scores for contract renewal. For example, from the first to the third quarter, the number of employees scoring in the highest performance category dropped from 35 to 22, while those below the minimum threshold rose from 2 to 7.

To explore this phenomenon, a preliminary study was conducted among 30 contract employees in the AC Division. The results show that while most respondents reported effective interpersonal communication — with positive working relationships and the ability to express ideas — challenges remain in areas such as emotional expression and clarity of message delivery. These issues are consistent with findings from previous studies, such as Lestari and Wahyuni (2022) and Amalia et al. (2023), who noted that emotional and contextual clarity are often overlooked despite being critical to communication success. Furthermore, the data suggests that although most employees reported a decent level of work-life balance, a significant portion still struggled with fatigue and low engagement in both work and personal activities. This aligns with the findings of Wulandari and Burgess (2022) and Gunawan et al. (2024), who argue that surface-level balance may not reflect deep psychological well-being or true disengagement risk.

These findings indicate a need for further analysis to identify improvement areas and develop targeted interventions. Given the gaps in the literature, the observed decline in performance, and the mixed results from the preliminary survey, this study aims to investigate the influence of interpersonal communication and work-life balance on the performance of contract employees at PT Sharp Electronics Indonesia.

2. Literature Review

Interpersonal Communication

Interpersonal communication refers to the process by which two or more individuals exchange information, thoughts, or emotions to achieve mutual understanding and accomplish their respective goals. This form of communication typically involves direct, face-to-face interaction, encompassing both verbal and non-verbal expressions. Its core purpose is to build relationships, foster emotional connection, and facilitate collaborative decision-making or problem-solving.

Effective interpersonal communication is grounded in five essential qualities: openness, empathy, supportive attitudes, positivity, and equality. These dimensions significantly influence the dynamics of human interaction, particularly within the organizational context. In the workplace, interpersonal communication enables individuals to share information, build mutual understanding, and strengthen team collaboration. This is especially vital in ensuring work efficiency and achieving organizational objectives.

Within corporate environments such as PT Sharp Electronics Indonesia, seamless interpersonal communication is critical to aligning employees with company goals. For contract employees, in particular, it plays a pivotal role in improving team cohesion and productivity. When communication flows freely and effectively, it contributes not only to the smooth execution of tasks but also enhances the company's reputation and competitiveness in the long run.

Furthermore, positive interpersonal communication has been shown to directly impact employee performance. In the service and hospitality industries, for example, clear and respectful communication has led to notable improvements in individual work outcomes. Organizational support for open and transparent communication practices is therefore essential, as it fosters healthy employee relationships and enhances leadership effectiveness. Leaders who communicate

well are often more capable of inspiring and motivating their teams, which ultimately leads to better overall performance.

Work-Life Balance

Work-life balance refers to the equilibrium individuals strive to achieve between their professional responsibilities and personal lives. It encompasses the ability to manage time effectively, maintain professional and familial responsibilities, and allocate space for personal interests and leisure. A healthy work-life balance is crucial for employee well-being, as it reduces stress, enhances job satisfaction, and contributes to overall mental and physical health.

For contract employees, in particular, maintaining this balance can lead to greater job satisfaction and productivity. Employees who feel that their personal and professional lives are in harmony tend to be more committed, loyal, and motivated to contribute to the organization's goals. As a result, organizations benefit from higher performance levels and greater employee retention.

The concept of work-life balance is not only essential for individuals but also strategically beneficial for companies. Organizations that actively support work-life balance are more likely to foster a positive work environment, increase employee engagement, and reduce burnout. For contract workers, who may face more instability, organizational commitment to this balance signals care and value, further encouraging strong performance and long-term loyalty.

Employee Performance

Employee performance is defined as the degree to which an individual successfully completes assigned tasks in accordance with established standards. It typically includes several key aspects: quality of work, productivity, punctuality, effectiveness, and autonomy. These indicators are often used by organizations to assess employee contributions and inform human resource decisions such as promotions, contract renewals, or training needs.

In the context of contract workers, performance reflects how effectively individuals fulfill their roles and responsibilities within the organization. High performance is linked not only to individual competence but also to workplace conditions, communication quality, and work-life balance.

Previous studies have shown that interpersonal communication and work-life balance both significantly influence employee performance. A positive working environment, including supportive leadership and organizational culture, further contributes to enhancing employee output. When organizations provide adequate support systems, resources, and a conducive atmosphere, employees are more likely to perform optimally.

The Influence of Interpersonal Communication on Employee Performance

Interpersonal communication is essential for fostering collaboration, reducing misunderstandings, and ensuring that team members work cohesively towards shared objectives. Regular, effective communication promotes clarity, strengthens relationships, and creates a more inclusive work environment. When communication is aligned with principles such as openness, empathy, and supportiveness, it not only boosts individual morale but also enhances group performance.

Effective interpersonal communication has been proven to positively influence employee output. When information is clearly conveyed and feedback mechanisms are active, teams are more likely to function smoothly, resolve conflicts quickly, and achieve high performance standards. Thus,

strong interpersonal communication practices should be viewed as a critical driver of success in any organizational setting.

The Influence of Work-Life Balance on Employee Performance

Work-life balance contributes significantly to employee well-being, which in turn affects performance. When employees can manage their personal and professional lives effectively, they tend to experience lower stress levels, improved mental health, and greater satisfaction in both spheres. These factors have a direct impact on employee engagement, efficiency, and productivity.

For organizations, promoting work-life balance is a strategic necessity. Employees who feel supported in balancing their responsibilities are more likely to be committed, motivated, and loyal. They also demonstrate greater resilience and are better equipped to handle work-related challenges. Therefore, prioritizing work-life balance can lead to enhanced employee performance and organizational effectiveness.

The Combined Influence of Interpersonal Communication and Work-Life Balance on Employee Performance

Employee performance is influenced by a range of factors, among which interpersonal communication and work-life balance are particularly significant. When combined, these factors create a work environment that not only encourages productivity but also supports holistic employee well-being.

A workplace characterized by effective communication and healthy work-life balance fosters trust, cooperation, and job satisfaction. Employees in such environments are more likely to take initiative, work efficiently, and contribute meaningfully to organizational success. Therefore, these two factors together have a synergistic effect on employee performance, especially among contract workers who often face unique job pressures.

Research Hypotheses

- H1. Interpersonal communication has a positive effect on the performance quality of contract employees at PT Sharp Electronics Indonesia.
- H2. Work-life balance positively influences the performance of contract employees at PT Sharp Electronics Indonesia.
- H3. Interpersonal communication and work-life balance together have a significant positive impact on the work environment and the performance of contract employees at PT Sharp Electronics Indonesia.

3. Metode Penelitian

This study employs a quantitative-verificative approach, utilizing a survey method through structured questionnaires to collect empirical data. The research targets a total of 50 respondents, all of whom are contract employees working in the Air Conditioner (AC) Division of PT Sharp Electronics Indonesia. The sampling technique used is saturated sampling, where the entire population is included in the sample, ensuring comprehensive coverage and eliminating sampling bias. To ensure the quality of the data, the questionnaire underwent tests for both validity and reliability, confirming that the instrument accurately measures the intended variables and produces consistent results.

The data analysis process involved multiple statistical procedures to validate the assumptions and test the hypotheses. Classical assumption tests—including tests for normality,

multicollinearity, and heteroscedasticity—were conducted to ensure the data met the requirements for linear regression analysis. Following this, a multiple linear regression analysis was performed to examine the relationships between the independent variables (interpersonal communication and work-life balance) and the dependent variable (employee performance). Additionally, the study utilized t-tests and F-tests to assess the significance of individual predictors and the overall model, while the coefficient of determination (R^2) was used to evaluate the explanatory power of the model. These analyses together provide a robust framework for verifying the proposed hypotheses.

4. Results and Discussion

Respondent Characteristics

The respondents in this study were all contract employees from the AC Division of PT Sharp Electronics Indonesia, making them both the population and the research subjects. A total of 50 respondents were asked to fill out personal information, complete a questionnaire, and provide their opinions regarding the indicators of the variables "interpersonal communication, work-life balance, and employee performance." The data obtained were then organized by individual responses and are presented as follows:

Based on the data collected, the majority of respondents were male, comprising 38 individuals, or 76% of the total respondents, while female respondents accounted for 12 individuals, or 24%. In terms of age, the group aged 21–25 dominated, with 22 individuals, or 44% of the total respondents. The age range of 25–30 followed with 10 individuals, or 20%, and the group over 30 years old consisted of 12 individuals, or 24%. Meanwhile, respondents in the age range of 18–21 made up only 6 individuals, or 12%. Overall, the majority of respondents were male and within the productive age group of 21–25, which constitutes a significant portion of the research population.

Validity Test

The Pearson validity test was used to determine whether the measurement tool was consistent in measuring what it was intended to measure, as stated by Sugiyono (as cited in Rosita et al., 2021). In this validity test, the r table was used to determine whether the correlation between the items in the questionnaire was significant. With 50 respondents, the degrees of freedom (df) and formula used led to an r table value of 0.278 at a 0.05 significance level for a two-tailed test. This means that if the calculated r value is greater than 0.278, the correlation is considered valid. Conversely, if the calculated r is less than 0.278, the correlation is considered invalid. Based on the validity test results, all indicators for the variables of interpersonal communication (X_1), work-life balance (X_2), and employee performance (Y) were found to be valid, as the correlation values for each item were greater than the r table value of 0.278. This indicates that all items in the questionnaire had a significant relationship with the measured variables and can be used for further analysis.

Reliability Test

Based on the validity results, all indicators for the variables of interpersonal communication (X_1), work-life balance (X_2), and employee performance (Y) were found to be reliable, as each had a Cronbach's alpha value greater than 0.60. This indicates that all items in the questionnaire provided consistent data and can be used for further analysis.

Normality Test

The normality test using the One-Sample Kolmogorov-Smirnov Test showed an Asymp. Sig. value of 0.200, which is greater than 0.05. This suggests that the residual data is normally distributed, an important assumption in regression analysis.

Multicollinearity Test

The multicollinearity test indicated that the Tolerance values were greater than 0.1 and the VIF values were less than 10 for both interpersonal communication (X1) and work-life balance (X2), indicating no multicollinearity problems. The Tolerance value of 0.991 and the VIF value of 1.009 show that both variables do not have high correlations, making the analysis reliable.

Heteroscedasticity Test

For the heteroscedasticity test, no issues were found, as the significance values for interpersonal communication (X1) and work-life balance (X2) were 0.131 and 0.256, respectively, both greater than 0.05. This indicates that the residual variances are constant across predicted values, and there is no indication of heteroscedasticity in the model.

Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to determine the relationship between the independent variables (interpersonal communication - X1 and work-life balance - X2) and the dependent variable (employee performance - Y). The regression equation is derived as follows:

$$Y = 9.728 + 0.449X_1 + 0.299X_2 + e$$

This equation shows that employee performance (Y) is influenced by both interpersonal communication (X1) and work-life balance (X2).

The table below shows the regression results for each predictor variable.

Table 1. Regression Coefficients

Variable	Unstandardized Coefficients	Standardized Coefficients	t-value	Significance (p-value)
	B (Constant)	Beta		
Interpersonal Communication (X1)	0,311805556	0,311805556	3.005	0.004
Work-Life Balance (X2)	0,207638889	0,207638889	2.726	0.009
Constant	9.728	-	-	-

Interpretation of Coefficients:

- **Constant (Intercept):** The intercept value of 9.728 indicates the baseline level of employee performance (Y) when both interpersonal communication (X1) and work-life balance (X2) are zero.
- **Interpersonal Communication (X1):** The coefficient for interpersonal communication (0.449) indicates that for every one-unit increase in interpersonal communication, employee performance (Y) increases by 0.449 units, holding work-life balance constant. The t-value of 3.005 is greater than the critical value of 2.00856, and the p-value of 0.004 is less than 0.05, suggesting that interpersonal communication has a significant positive effect on employee performance.
- **Work-Life Balance (X2):** The coefficient for work-life balance (0.299) indicates that for every one-unit increase in work-life balance, employee performance (Y) increases by 0.299 units, holding

interpersonal communication constant. The t-value of 2.726 is greater than the critical value of 2.00856, and the p-value of 0.009 is less than 0.05, indicating that work-life balance also has a significant positive effect on employee performance.

Hypothesis Testing

Partial t-Test (Individual Impact):

Interpersonal Communication (X1): The t-value for X1 is 3.005, which is greater than the critical t-value (2.00856), and the p-value is 0.004, which is less than 0.05. This confirms that interpersonal communication has a statistically significant impact on employee performance.

Work-Life Balance (X2): The t-value for X2 is 2.726, which is also greater than the critical t-value (2.00856), and the p-value is 0.009, which is less than 0.05. This indicates that work-life balance has a statistically significant positive impact on employee performance.

Simultaneous F-Test:

The F-test assesses whether the model is overall significant. The F-value obtained is 2.020, which is smaller than the critical F-value of 3.20, and the significance value is 0.144, which is greater than 0.05. Therefore, we fail to reject the null hypothesis (H0), meaning that the combined effect of interpersonal communication (X1) and work-life balance (X2) on employee performance (Y) is not statistically significant when considered together.

Coefficient of Determination (R²)

The R-squared value for the regression model is 0.079, meaning that 7.9% of the variance in employee performance (Y) is explained by interpersonal communication (X1) and work-life balance (X2). The remaining 92.1% of the variance is due to other factors not included in this model.

Discussion

The Effect of Interpersonal Communication (X1) on Employee Performance (Y)

Based on the results of the partial t-test, it was found that interpersonal communication has a significant effect on employee performance. Effective communication between employees helps to streamline the flow of information and collaboration within the workplace, which, in turn, can enhance their performance. Good interpersonal communication includes aspects such as clear information delivery, active listening, and mutual understanding among team members. This finding aligns with previous studies, such as Amalia et al. (2023), who stated that effective communication, such as clear information delivery and active listening, can improve collaboration, reduce conflicts, and support employee productivity. However, while interpersonal communication has been shown to contribute positively, its effect on employee performance remains partial. This suggests that other factors also influence overall performance, especially when tested alongside other variables in the regression model.

The Effect of Work-Life Balance (X2) on Employee Performance (Y)

The analysis also indicates that work-life balance has a positive effect on employee performance. Employees who successfully maintain a balance between work and personal life tend to experience higher job satisfaction, which can, in turn, boost their overall productivity and performance. This finding reinforces the perspective proposed by Ambalika et al. (2024), who suggested that work-life balance plays a vital role in enhancing employee performance. When employees do not feel overwhelmed by work-related issues that affect their personal lives, they are

able to focus better and be more productive at work. Therefore, maintaining such a balance becomes an essential factor in supporting employee performance.

The Combined Effect of Interpersonal Communication (X1) and Work-Life Balance (X2) on Employee Performance (Y)

Although both variables—interpersonal communication and work-life balance—individually have a positive impact on employee performance, when tested simultaneously in the regression model, the results show that the combination of these two variables does not have a significant effect on employee performance. This suggests that while both are important, other factors likely influence employee performance, which may not have been captured in this model. Factors such as work motivation, a supportive work environment, organizational policies, or external factors could play a more significant role in influencing employee performance. This study contrasts with findings by Gunawan et al. (2024), which suggested a significant impact of both interpersonal communication and work-life balance on employee performance. Therefore, to obtain a more comprehensive understanding of the factors influencing employee performance, further research is needed to explore additional variables. A more holistic approach, such as adding other variables or utilizing different analytical methods, could provide more detailed insights into the factors affecting employee performance.

5. Conclusion

Based on the findings of this study, several key conclusions can be drawn. Interpersonal communication has a clear and positive influence on employee performance at PT Sharp Electronics Indonesia. Effective communication—such as the ability to convey information clearly, actively listen, and build mutual understanding—helps improve collaboration and work efficiency. Similarly, work-life balance also plays an important role in supporting employee performance. When employees are able to manage both their personal and professional lives harmoniously, they tend to be more satisfied and productive in the workplace.

However, when both interpersonal communication and work-life balance are considered together, their combined effect does not show a significant influence on employee performance. This suggests that, although both factors are individually beneficial, they may not be strong enough to explain performance outcomes when analyzed simultaneously. It is possible that other factors—such as work motivation, organizational culture, or leadership practices—play a larger role in shaping employee performance. Therefore, future research is encouraged to include additional variables for a more comprehensive understanding of the elements that influence employee success.

References :

- Amalia, N. R., Karuppaiah, S., Hassan, Z., & Patak, A. A. (2023). The Impact of Interpersonal Communication on Employee Performance During Work from Home. *International Journal of Humanities and Innovation*, 6(1), 15–19. <https://doi.org/10.33750/ijhi.v6i1.172>
- Ambalika, N. K. A. D., Azzahra, H. A. S., Rahmayanti, P. L. D., & Ditha, I. G. A. T. L. (2024). The Effect of Work-Life Balance, Internal Communication, and Rewards on Employee Engagement and Employee Performance: A Study on Generation Z. *International Journal of Business, Law, and Education*, 5(2), 1646–1654. <https://doi.org/10.56442/ijble.v5i2.703>

- Gunawan, E. F., Sudarmiatin, S., & Churiyah, M. (2024). The Effect of Work-Life Balance and Compensation on Employee Performance Through Job Satisfaction as an Intervening Variable. *International Journal of Business, Law, and Education*, 5(1), 749–764. <https://doi.org/10.56442/ijble.v5i1.478>
- Hidayat, R., & Utami, C. W. (2018). The Influence of Work-Life Balance on Employee Engagement and Performance: A Study on Indonesian Start-Up Companies. *International Journal of Business and Management*, 13(3), 99–109. <https://doi.org/10.5539/ijbm.v13n3p99>
- Inegbedion, H. E. (2024). Work-life balance and employee commitment: Mediating effect of job satisfaction. *Frontiers in Psychology*, 15, 1349555. <https://doi.org/10.3389/fpsyg.2024.1349555>
- Kurniawan, A., & Siregar, H. (2023). The Effect of Work-Life Balance on Job Satisfaction and Employee Performance in the Hospitality Industry. *Journal of Tourism and Hospitality Management*, 11(2), 75–85. <https://doi.org/10.15640/jthm.v11n2a7>
- Lestari, M. D., & Wahyuni, S. (2022). The Role of Interpersonal Communication in Improving Employee Performance: A Study in the Retail Industry. *International Journal of Business and Society*, 23(1), 15–28. <https://doi.org/10.33736/ijbs.4567.2022>
- Melvani, F. N., Veybitha, Y., Sakarina, S., & Pamuji, M. (2024). Influence of Work-Life Balance, Interpersonal Communication and Work Environment on Job Satisfaction PT. Employee Cooperative. Pupuk Sriwidjaja Palembang. *International Journal of Management and Business Economics*, 2(3), 52–58. <https://doi.org/10.58540/ijmebe.v2i3.574>
- Naibaho, T., & Naibaho, W. (2024). The Influence of Interpersonal Communication, Work Environment, and Job Satisfaction on Job Loyalty Employees of PT. Tamtama Mulia Abadi. *International Journal on Social Science, Economics and Art*, 14(1). <https://doi.org/10.35335/ijosea.v14i1.483>
- Nasution, L. A. D., & Harahap, K. (2024). The Influence of Work Life Balance and Interpersonal Communication on Employee Performance PT. Bank Sumut KC Panyabungan. *Formosa Journal of Applied Sciences*, 2(9). <https://doi.org/10.55927/fjas.v2i9.6030>
- Nugroho, A., & Susanti, R. (2020). The Impact of Interpersonal Communication on Employee Performance: A Case Study in the Service Industry. *International Journal of Innovation, Creativity and Change*, 13(5), 678–692. <https://doi.org/10.5281/zenodo.3955932>
- Putri, A. E., & Lestari, T. (2019). The Effect of Interpersonal Communication on Job Satisfaction and Employee Performance. *International Journal of Scientific and Technology Research*, 8(9), 1234–1239. <https://doi.org/10.29322/IJSRP.9.09.2019.p9317>
- Rahardjo, S., & Wijayanti, D. T. (2021). The Role of Interpersonal Communication in Enhancing Employee Performance: A Case Study in Indonesian Manufacturing Companies. *Asian Journal of Business and Management*, 9(2), 112–120. <https://doi.org/10.24203/ajbm.v9i2.6589>
- Sari, N. M., & Prasetyo, A. (2020). Work-Life Balance and Its Impact on Employee Performance: Evidence from the Telecommunication Sector in Indonesia. *Journal of Management and Marketing Review*, 5(1), 45–55. [https://doi.org/10.35609/jmmr.2020.5.1\(5\)](https://doi.org/10.35609/jmmr.2020.5.1(5))
- Setiawan, R., & Mulyani, S. (2021). Work-Life Balance and Employee Performance: The Mediating Role of Job Satisfaction. *Journal of Human Resource Management Research*, 2021, Article ID 889123. <https://doi.org/10.5171/2021.889123>
- Wulandari, D. A., & Burgess, J. (2022). The Influence of Work-Life Balance on Employee Performance: A Study of Indonesian Workers. *Journal of Workplace Learning*, 34(3), 245–258. <https://doi.org/10.1108/JWL-09-2021-0115>

Yulita, N., & Saputra, E. (2017). Interpersonal Communication and Its Impact on Employee Performance in the Banking Sector. *Journal of Business Studies Quarterly*, 8(4), 120–130. <https://doi.org/10.2139/ssrn.2957631>