

The Effect of Work Life Balance and Green Environment on Employee Performance at PT PYX Solusi Teknologi

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Abstract. *The purpose of this study was to investigate how employees at PT. PYX Solusi Teknologi perform in relation to work-life balance and the green environment. Indicators of the factors of Work Life Balance, Green Environment, and Employee Performance were measured using a closed questionnaire with a Likert scale. All PT. PYX Solusi Teknologi employees were included in the study's population. The accidental sampling method was used to select 116 respondents. The operational definitions of the variables include Work Life Balance, which measures the balance between work and personal obligations; Green Environment, which assesses healthy working conditions that promote environmental sustainability; and Employee Performance, which gauges aspects of quantity, quality, timeliness of task completion, work effectiveness, independence at work, and interpersonal skills. The outer model, inner model, R-square, and path coefficient were all tested using the data analysis method (SEM-PLS). The assertion that family support leads to better performance at work has the greatest value of the work-life balance variable indicator, according to descriptive data. The claim that the presence of a green environment promotes employee care for the environment and enhances comfort at work has the highest value of the green environment variable indicator. The ability to do tasks on schedule and in accordance with goals has the greatest value of the employee performance variable indicator. The study's findings show that employee performance is positively and significantly impacted by both work-life balance and the green environment, both directly and indirectly through the green environment's role as an intervening variable.*

Keywords: *Work Life Balance; Green Environment; Employee Performance*

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INTRODUCTION

According to Yolanda et al. (2022), employee performance is crucial to preserving and developing organizational success since it has a significant impact on the smooth running of the organization. According to Silaen et al. (2021), high-performing workers can boost output, efficiency, goal attainment, and customer happiness, all of which directly contribute to the success of the business.

On the other hand, Komalasari et al. (2023) claim that subpar performance is still a problem in many businesses, as demonstrated by employees' incapacity to adjust to rules and job expectations and their inability to finish tasks on time. Furthermore, Supihati (2014) also states that performance will not be optimal if a company focuses solely on machines and systems without considering human resources.

According to Hakim (2019), one Indonesian case illustrates how individual, managerial, and organizational culture-related factors such as competency mismatches, a lack of motivation and incentives, a lack of discipline, a poor grasp of work culture, and an ineffective leadership style determine poor performance. According to Rahayu & Ismail (2024), if this condition is left unchecked, companies may experience obstacles in achieving strategic goals, decreased competitiveness, increased absenteeism, stress, burnout, and a decline in overall productivity and work quality.

Therefore, companies must adopt strategic policies to improve employee performance to avoid long-term negative impacts. According to Barkhowa et al. (2021), work-life balance is defined as an individual's ability to balance workload with personal and family needs. This ability depends not only on personal capacity but also on institutional support through policies like flexible work schedules, family leave, and healthcare facilities. In order to maintain mental health, boost life pleasure, and effectively carry out both personal and professional responsibilities, people must maintain this balance in order to avoid experiencing excessive stress.

According to Hastuti & Utami (2022), work-life balance conceptually affects employee engagement through the mediating function of job satisfaction. While Gibran et al. (2024) highlighted that work-life balance has a significant impact on employee work output in the organizational context, Rachman et al. (2016) found that the ability to balance work and study has been shown to influence the academic achievements of working students. This suggests that harmony between the context of professional and personal life also increases motivation, concentration, and performance.

According to Syahril & Hidayah (2025), green open spaces can reduce stress and depression and improve environmental quality. Similarly, Nursaid (2022) stated that the presence of trees helps absorb CO₂, produce oxygen, and create cleaner and cooler air, all of which contribute to the improvement of human life both physically and mentally. In the context of development, Frederic et al (2024) emphasized that the implementation of environmentally friendly transportation has also been proven to reduce carbon emissions and improve air quality. According to Haris & Lestariningsih (2024), it has been demonstrated that a lovely, well-organized workplace with ideal lighting, ventilation, and green features has a favorable effect and greatly influences employee performance.

Furthermore, according to Ferinia (2024), a psychologically supportive atmosphere that fosters emotional intelligence and self-efficacy can boost employee engagement and lessen stress at work. Gultom & Ferinia's (2021) study confirms that organizational environmental factors are one of the primary drivers of employee performance by highlighting the significance of a favorable organizational environment, including effective communication, which has been demonstrated to have a positive and significant impact on performance.

Research concerns that are pertinent, substantial, and vital include work-life balance and a green environment, both of which are critical to enhancing employee performance. In order to improve employee performance, guarantee customer satisfaction, and uphold a positive business image, this study intends to investigate these factors' effects on employee performance in greater detail and offer suggestions (Özkan et al., 2020).

Based on the background explanation outlined above, the appropriate research questions for this study are: 1) How is work-life balance implemented among employees at PT. PYX Solusi Teknologi? 2) How is a green environment implemented at PT. PYX Solusi Teknologi? 3) How is employee performance at PT. PYX Solusi Teknologi? 4) Does work-life balance (X1) affect a green environment (X2) at PT. PYX Solusi Teknologi? 5) Does a green environment (X2) affect employee performance (Y) at PT. PYX Technology Solutions? 6). Does Work Life Balance (X1) affect Employee Performance (Y) at PT. PYX Technology Solutions? 7). Does Work Life Balance (X1) affect Employee Performance (Y) through Green Environment (X2) at PT. PYX Technology Solutions?

Literature Review

Work-Life Balance

The ability of a person to balance the demands of their personal and professional lives such that both roles can function in harmony without creating undue conflict is known as work-life balance. The degree to which a person feels proportionately engaged and fulfilled in fulfilling their job and family responsibilities is known as work-life balance, according to Greenhaus & Powell (2006). In a similar vein, Perreault & Power (2023) clarify that work-life balance is related to a person's capacity to balance the demands of their personal and professional lives in order to prevent role conflict. Additionally, according to Armstrong & Taylor (2023), work-life balance is an organizational policy and practice that assists staff in balancing professional obligations with personal and family interests.

Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), Personal Life Enhancement of Work (PLEW), and Work Enhancement of Personal Life (WEPL), which describe the contribution of work to improving an individual's quality of life, are the four main dimensions used to measure work-life balance, according to Muda et al. (2021). These four factors show that role conflict is not the only factor that affects work-life balance; workload and personal life can also benefit one another.

Green Environment

A green environment is an environmental condition characterized by the presence of vegetation, green open spaces, and sustainable environmental management to maintain ecosystem balance and improve human quality of life. According to Mezentseva et al. (2024), a good environment is one that is sustainably managed by considering the balance of economic, social, and ecological aspects. Similarly, Yuting et al. (2024) explains that a healthy environment is characterized by maintained ecological functions and harmonious interactions between humans and nature. Meanwhile, Haddad & Solomon (2024) emphasizes the importance of environmental sustainability through the management of natural resources and green spaces as a support for human well-being and ecosystem stability.

Nguyen & Chidthaisong (2024) state that the dimensions of a green environment can be measured by the ecological dimension, which relates to environmental functions and carbon stocks; the social dimension, which encompasses the benefits of green spaces for society; the economic dimension, which relates to the value and economic contribution of green environments; and the institutional dimension, which emphasizes the role of policy and management in maintaining green environmental sustainability.

Employee performance

Employee performance is the result of an employee's work process inside an organization, attained during a given time period in accordance with predetermined standards and obligations, both in terms of quantity and quality. Performance, according to Mangkunegara et al. (2012), is the degree of work achievement attained by employees as determined by the amount and quality of tasks and responsibilities completed. In a similar vein, Rambulangi et al. (2024) describes performance as the result of an employee's work, as determined by elements like work quantity, quality, job completion time, and teamwork in accomplishing organizational objectives. Meanwhile, Ridwan et al. (2020) defines performance as the behavior directly displayed by each individual as a result of their performance, consistent with their role within the organization.

Putra et al. (2020) state that employee performance can be measured using six main dimensions: work quality, work quantity, timeliness of work completion, cost or resource effectiveness, level of independence or need for supervision, and interpersonal skills in collaborating and interacting in the work environment. All of these reflect an individual's contribution to achieving organizational goals.

Hypothesis Development

The Influence of Work-Life Balance (X1) and a Green Environment (X2)

The link between Work-Life Balance (X1) and a Green Environment (X2) shows that a comfortable, healthy, and green workplace can help employees attain a better work-life balance. The physical and psychological aspects of the workplace, such as cleanliness, well-designed rooms, sufficient air, lighting, and the presence of green elements, have an impact on work-life balance in addition to time management and workload. A green workplace can help employees balance the demands of their personal and professional lives by lowering stress and enhancing comfort, health, and focus. Prior research has mostly examined the relationship between work-life balance and employee performance, job satisfaction, remuneration, and workplace stress (Lukmiati et al., 2020; Mardiani et al., 2021; Hasan & Teng, 2017; Kurniasari & Bahjahtullah, 2022). However, there is still a dearth of research particularly looking at the connection between a green environment and work-life balance. Although work environment factors were included in Mardiani et al.'s (2021) study, it did not particularly highlight the characteristics of a green environment that are focused on sustainability and health. Consequently, there is a lack of studies especially looking at the connection between a green environment and work-life balance. H1: Work-life balance has a positive and significant impact on employee performance.

The Influence of a Green Environment (X2) on Employee Performance (Y)

A clean, healthy, and ecologically friendly workplace is essential for raising employee performance, according to the association between a green environment (X2) and employee performance (Y). A green environment supported by good lighting, adequate air circulation, cleanliness, and a comfortable workspace can improve concentration, reduce fatigue and work stress, and create a conducive work environment. Research Nusraningrum et al. (2024) demonstrated that employees who work in a green environment tend to experience increased motivation and enthusiasm for their work, leading to optimal performance. Employee performance is positively and significantly impacted by a healthy and ecologically friendly workplace, according to prior study. This implies that employee performance increases with the quality of the green environment at work.

Although this study only looked at the workplace generally, research by Mardiani et al. (2021) showed that the workplace affects employee performance. Without particularly highlighting the idea of a "green environment," which emphasizes sustainability, health, and natural elements in the workplace, other studies have concentrated more on physical characteristics like spatial layout and working conditions. As a result, there are still few studies that explicitly look at how a green environment affects worker performance as a distinct variable. H2: A green environment has a positive and significant effect on employee performance.

The Effect of Work-Life Balance (X1) on Employee Performance (Y)

Additionally, there is a direct correlation between Work-Life Balance (X1) and Employee Performance (Y). Workers who maintain a healthy work-life balance typically experience less stress, are more motivated at work, and are more focused when finishing tasks. Both the quantity and quality of performance are impacted by this. job-life balance has a favorable and considerable impact on employee performance, and it greatly increases job productivity, according to research by Fabanyo et al. (2025).

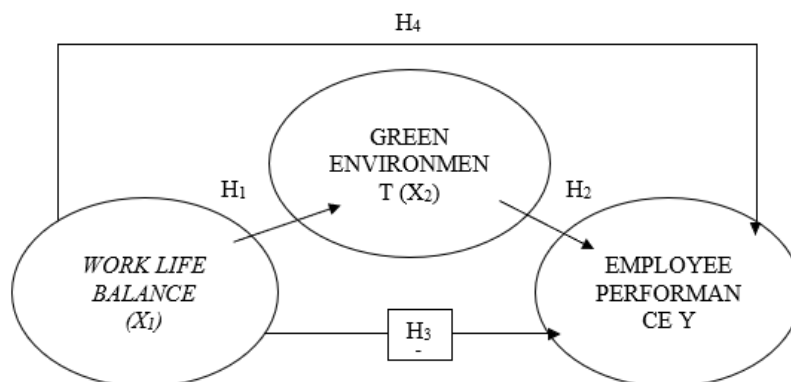
A number of earlier research, including those by Lukmiati et al. (2020), Hasan & Teng (2017), and Kurniasari & Bahjahtullah (2022), have demonstrated that work-life balance has a favorable and significant impact on employee performance. However, these studies were conducted in the manufacturing industry, regional companies, and banking. Few studies have examined this relationship in technology-based companies or organizations with different work characteristics. Additionally, some studies solely focus on the direct impact without incorporating

other particular aspects of the workplace, like a green atmosphere. H3: Work-life balance has a positive and significant effect on employee performance.

The Effect of Work-Life Balance (X1) on Employee Performance (Y) through a Green Environment (X2)

Additionally, by using a Green Environment (X2) as an intervening variable, Work-Life Balance (X1) can also indirectly affect Employee Performance (Y). In this sense, a positive work-life balance promotes a more comfortable, healthy, and ecologically sustainable workplace, all of which enhance worker performance. A green workplace can foster an environment that promotes workers' physical and mental health, making them more concentrated, effective, and productive. A green and supportive workplace can serve as a mediating mechanism in the relationship between work-life balance and employee performance, according to a number of earlier research. However, the degree of mediation can vary according on organizational characteristics and working conditions. This implies that the impact of work-life balance on employee performance is strategically mediated by a green environment.

The relationship between work-life balance and employee performance has been studied by Hasan & Teng (2017) and Kurniasari & Bahjahtullah (2022), who looked at intervening variables like job satisfaction. Nevertheless, there hasn't been much research done on the usage of green spaces as an intervening variable in this relationship. While the impact of green physical settings as a mediating mechanism has not been fully investigated, the majority of study focuses on psychological factors like job satisfaction. This study aims to close this gap by investigating how green settings can improve the impact of work-life balance on employee performance. H4: Work-life balance has a positive and significant effect on employee performance through green environments.



Frame 1. Conceptual Framework of the Influence of Work-Life Balance and Green Environment on Employee Performance

METHODS

In order to understand the correlations between variables, this study used a quantitative technique with an explanatory research design. A type of research known as an explanatory design aims to test previously developed hypotheses in order to explain the causal links between research variables. In addition to describing events, explanatory research uses statistical analysis to try and explain why and how one variable affects another. Explanatory research serves to test hypotheses regarding causal links between variables in order to obtain empirical explanations regarding the impact of independent variables on dependent variables (Rachman et al., 2016). Thus, using statistical test results, this study seeks to explain the causal relationship between work-life balance and a green environment on employee performance. In order to ensure that every member of the population has an equal chance of becoming a respondent, this study used a non-probability sampling technique through accidental sampling to select a sample from all firm

employees. Out of all employees, 116 respondents made up the sample size. A closed questionnaire instrument with a five-point Likert scale (1 = strongly disagree to 5 = strongly agree) was used as the data collection method. According to Simamora (2022), this scale can be used to gauge respondent agreement and make it easier to interpret scores in descriptive analysis. Work Life Balance (X1), which indicates whether an employee's work demands frequently reduce time for personal life, Green Environment (X2), which indicates whether the workplace's green environment helps lower the employee's stress level, and Employee Performance (Y), which indicates whether the employee completes work on time, are the operational variables in this study. These variables are measured through indicators with theoretical concepts for each variable. The Structural Equation Modeling–Partial Least Square (SEM-PLS) method was used for both descriptive and inferential stages of data analysis. This method includes inner model testing to determine the coefficient of determination (R-square) value in explaining the magnitude of the variation of the dependent variable and the path coefficient value to analyze the direction, strength, and degree of significance of the influence between variables in the research model, as well as outer model testing to evaluate convergent validity, discriminant validity, and construct reliability. This study was carried out from January 16–22, 2026, at PT. PYX Solusi Teknologi, which is situated at Ruko Grand Boulevard, Jl. Puri Utama No. 1 Block D1, Petir, Cipondoh, Tangerang City, Banten 15147.

RESULTS AND DISCUSSION

In order to get a more complete view of the characteristics of the respondents, this study employed a quantitative technique. Grouping was done according to vocational background and demographic characteristics. In order to offer a general profile of the respondents and enable more accurate analysis and explanation of the research findings within the context of the study, this information was compiled. The characteristics of the respondents are summarized as follows:

Table 1. Characteristics of Respondents

Sex	Total	Percentage (%)
Male	62	53,4%
Female	54	46,6%
Total	116	100%
Age		
17-20 Years	1	0,86%
21-25 Years	35	30,17%
26-30 Years	47	40,52%
31-36 Years	25	21,55%
36 Years >	8	6,9%
Total	116	100%
Last education		
Elementary School/Equivalent	-	0%
Junior High School/Equivalent	-	0%
High School/Vocational High School/Equivalent	13	11,21%
Diploma	19	16,38%
Bachelor's Degree	78	67,24%
Postgraduate Degree (S2/S3)	6	5,17%
Total	116	100%
Marital status		
Married	51	44%
Not married yet	65	56%
Total	116	100%
Years of work		

<1 Year	17	14,66%
1-3 Year	32	27,59%
4-6 Year	47	40,52%
7-10 Year	15	12,93%
10 Year >	5	4,31%
Total	116	100%
Employee Status		
Permanent Employees	72	62,07%
Contract Employees	31	26,72%
Periodic/Outsourced Workers	13	11,21%
Total	116	100%
Job Title/Position		
Staff	84	72,41%
Supervisor	25	21,55%
Manager	7	6,03%
Total	116	100%
Work Unit/Department		
Operations	49	42,24%
Administration	43	37,07%
HR/General Affairs	15	12,93%
Finance	9	7,76%
Total	116	100%
Average Working Hours Per Day		
<8 Hours	37	31,90%
8-10 Hours	71	61,21%
10 Hours>	8	6,90%
Total	116	100%

Source: data processed by the author 2026

According to Table 1, the majority of the 116 respondents were male (53.4%) and between the ages of 26 and 30 (40.52%), suggesting that the productive age group predominated. The majority of respondents (67.24%) had a bachelor's degree, with diploma and high school/vocational high school graduates coming in second and third, respectively, with very few postgraduate respondents. The majority of respondents (56%) were single based on marital status. The majority of respondents (40.52%) had worked for four to six years, showing a somewhat mature work experience based on length of service. Regarding employment status, the majority were permanent workers (62.07%), with staff positions accounting for the majority of jobs (72.41%). By work unit, the operating department accounted for 42.24% of the respondents, with administration, HR/General Affairs, and finance following closely behind. In the meantime, the majority of respondents (61.21%) worked 8–10 hours a day on average.

Descriptive Analysis of Variable Statements

The conditions of work-life balance, a green environment, and employee performance at PT. PYX Solusi Teknologi were empirically summarized by descriptive analysis. The goal of the work-life balance variable analysis is to characterize the degree to which employees' personal and professional lives are balanced in their day-to-day job activities. Additionally, the green environment variable was analyzed to show how the business supports the comfort, health, and sustainability of organizational operations by implementing sustainable environmental features. Meanwhile, analysis of the employee performance variable aims to show the level of employee work achievement based on indicators of quality, quantity, punctuality, effectiveness, independence, and interpersonal skills. Therefore, the problem formulation about the implementation of work-life balance, a green environment, and employee performance at PT. PYX

Solusi Teknologi is immediately addressed by this descriptive analysis. This analysis was conducted by calculating the average value (mean), percentage, and assessment categories based on the Likert scale used in the questionnaire. Through descriptive analysis, the tendency of respondents' answers can be determined whether they are in the very low, low, sufficient, high, or very high categories.

Table 2. Descriptive Statement of Variables

	N	Min.	Max.	Mean
<i>Work Life Balance (X₁)</i>				
WLB 1	116	1	5	3,80
WLB 2	116	1	5	3,88
WLB 3	116	1	5	3,99
WLB 4	116	1	5	4,15
WLB 5	116	1	5	4,19
WLB 6	116	1	5	4,13
WLB 7	116	1	5	4,13
WLB 8	116	1	5	4,32
WLB 9	116	1	5	4,18
WLB 10	116	1	5	4,14
WLB 11	116	1	5	4,09
WLB 12	116	1	5	4,02
<i>Green Environment (X₂)</i>				
LH 1	116	1	5	4,09
LH 2	116	1	5	4,23
LH 3	116	1	5	4,26
LH 4	116	1	5	4,34
LH 5	116	1	5	3,84
LH 6	116	1	5	4,22
LH 7	116	1	5	4,02
LH 8	116	1	5	3,95
LH 9	116	1	5	4,22
LH 10	116	1	5	4,13
LH 11	116	1	5	4,04
LH 12	116	1	5	4,34
<i>Employee performance (Y)</i>				
KK 1	116	1	5	4,30
KK 2	116	1	5	4,20
KK 3	116	1	5	4,40
KK 4	116	1	5	4,00
KK 5	116	1	5	4,30
KK 6	116	1	5	4,10
KK 7	116	1	5	4,10
KK 8	116	1	5	4,20
KK 9	116	1	5	4,20
KK 10	116	1	5	4,29
KK 11	116	1	5	4,11
KK 12	116	1	5	4,29

Source: data processed by the author 2026

The statement that family support contributes to better performance at work is the highest indicator for the work-life balance variable, according to the descriptive analysis results in Table

2 of 116 respondents. This suggests that personal life can positively enrich work (personal life enhancement of work). While the lowest indicator is the statement regarding work demands that reduce personal life time, which indicates the potential for role conflict between work and personal life, although generally in the high category. For the green environment variable, the highest indicator is seen in the statement that the presence of a green environment encourages employee concern for the environment and increases comfort at work, which reflects the strong social and ecological dimensions in supporting the work atmosphere, while the lowest indicator is the use of green space as a rest area, which indicates that the function of the facility has not been fully optimally utilized by employees. Regarding the employee performance variable, the ability to finish tasks on time and in accordance with goals is the highest indicator, demonstrating good work effectiveness and responsibility. On the other hand, the suitability of the amount of work to the workload is the lowest indicator, indicating that while performance is generally high, perceptions of workload distribution are still relatively low when compared to other indicators.

Data Analysis

Outer Model Test

The purpose of the outer model test was to confirm the research instrument's quality and viability in measuring the hidden variables. In order for the analysis results to be deemed valid and trustworthy, this test seeks to confirm that each indicator employed accurately reflects the construct being examined. Validity and reliability tests were used to assess the outer model. In order to ascertain whether each indicator accurately reflects its variable, the validity test employed a convergent validity technique, looking at the suitability of the link between the indicators and the construct being assessed. The degree of internal consistency of the indicators in assessing the study constructs through instrument consistency and reliability testing was then evaluated using a reliability test. All of the study's indicators and variables were deemed valid and reliable based on the test findings, which qualified them for use in the structural model testing stage of the research.

Validity and Reliability Test

A validity test employing a convergent validity technique, which seeks to ascertain the degree to which the indicators are able to represent the latent variables under investigation, was carried out to guarantee the viability and correctness of each indicator in measuring the research constructs. The Average Variance Extracted (AVE) value must be larger than 0.5 and the outer loading value must be greater than 0.7 in order to pass this test. Following the instrument's validation, a reliability test is carried out to evaluate the indicators' consistency in measuring the study variables using Composite Reliability and Cronbach's Alpha values; a variable is deemed trustworthy if its value is more than 0.7. The following table displays the results of validity and reliability tests based on the processing of questionnaire data collected from respondents and examined using the SmartPLS application:

Table 3. Convergent Validity Test with Outer Loading

Item	Employee performance	Green Environment	Work Life Balance
KK 1	0,748		
KK 10	0742		
KK11	0,770		
KK 2	0,782		
KK 5	0,707		
KK 7	0,793		
KK 8	0727		
KK 9	0,714		
LH 1		0,829	
LH 10		0,704	

LH 2		0,709	
LH 7		0,822	
LH 9		0,766	
WLB 10			0,710
WLB 6			0,772
WLB 7			0,769
WLB 8			0,799

Convergent Validity Test with AVE

Table 4. Average Variance Extracted (AVE) Values for Construct Validity

Variable	Nilai AVE
Work-Life Balance	0,582
Green Environment	0,590
Employee Performance	0,560

Reliability Test

Table 5. Reliability and Internal Consistency Assessment of Constructs

Variable	Cronbach's Alpha	Rho-A	Composite Reliability
Work-Life Balance	0,888	0,891	0,911
Green Environment	0,825	0,837	0,877
Employee Performance	0,760	0,762	0,848

Source: data processed by the author 2026

Based on Table, the results of the convergent validity test using outer loading values indicate that not all initial indicators for each variable met the established criteria. Of the twelve indicators in the Employee Performance variable, indicators KK3, KK4, KK6, and KK12 had values below the required limit and were therefore eliminated, while the other indicators were declared valid and retained in the model. Indicators LH3, LH4, LH5, LH6, LH8, LH11, and LH12 were eliminated from the model for the Green Environment variable because they did not fit the requirements; the remaining indicators were deemed genuine. Similarly, indicators WLB1, WLB2, WLB3, WLB4, WLB5, WLB9, WLB11, and WLB12 were removed from the Work-Life Balance variable due to their failure to satisfy the necessary values. All of the indicators that remained after the elimination procedure satisfied the convergent validity requirements and were deemed appropriate for inclusion in additional study. Table shows that the Work-Life Balance, Green Environment, and Employee Performance variables had Average Variance Extracted (AVE) values of 0.582, 0.590, and 0.560, respectively. Since every AVE value is higher than 0.5, it can be concluded that every variable satisfies the convergent validity requirements and passes the test. All of the variables in this study showed Cronbach's Alpha and Composite Reliability values above the minimum threshold (>0.7), according to the reliability test findings shown in Table 3. This shows that the reliability test was met and passed by the variables utilized.

Inner Model Test

R-square Test

A coefficient of determination (R-square) test was used to gauge how much the independent variables affected the dependent variable. The purpose of this test is to ascertain how well the independent variables can account for differences in changes in the dependent variable. The R-square value, which shows the degree of contribution of the independent variables to the dependent variable in the research model, is displayed in the following table based on the outcomes of processing respondent questionnaire data evaluated using the SmartPLS program.

Table 6. Uji R-square

Variable	R-square	R-square Adjusted
Employee Performance	0,801	0,798
Green Environment	0,554	0,551

Source: Data processed by the author, 2026

It is evident from Table that the independent factors in this study have a major role in explaining the variation in changes in the dependent variable. Strong explanatory power is provided by the R-square value for the Employee Performance variable, which shows that the independent factors in the model account for the majority of the performance variation. In the meantime, the Green Environment variable's R-square value shows that the research model's influencing variables account for more than half of the variation. According to the constructed model, these findings show that the independent factors considerably contribute to the explanation of the dependent variable. Below is a diagram that displays the outcomes of data processing with the SmartPLS program:

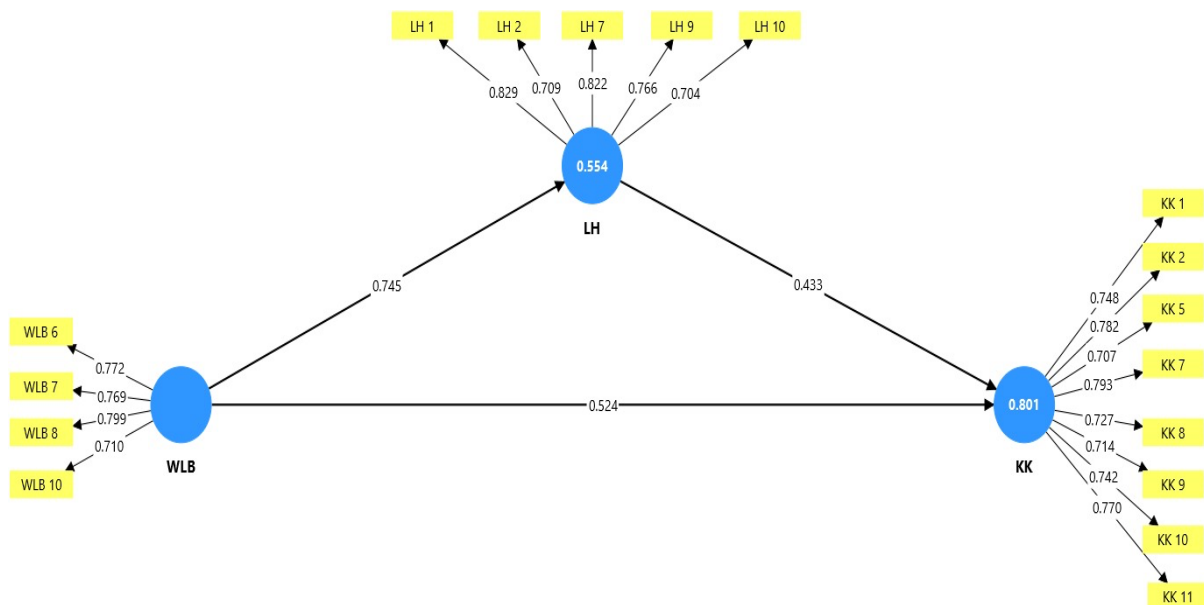


Figure 1. Processing Results Diagram using the SmartPLS application.

The linkages between the variables in the study model are shown in Figure 1, which is a schematic of the data processing findings utilizing the SmartPLS program. The relationship between the independent and dependent variables as well as the size of their contributions are depicted in the diagram. Overall, the R-square test results, which show that the independent variables contribute to the explanation of changes in the dependent variable in this study, are supported by this diagram.

Partial Path Coefficient Test

A path coefficient test was used to ascertain the direction of the relationship and the degree of significance of the factor variables' influence on the dependent variable. The purpose of this test is to ascertain how strongly and in which direction the variables in the study model influence one another. The path coefficient values derived by processing the respondent questionnaire data and analyzing it using the SmartPLS program are shown in the following table:

Table 7. Path Coefficient Test

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
LH → KK	0,433	0,440	0,075	5,768	0,000
WLB → KK	0,524	0,519	0,082	6,380	0,000
WLB → LH	0,745	0,749	0,042	17,929	0,000
WLB → KK melalui LH	0,322 (0,745 X 0,433)	0,330 (results in bootstrapping)	0,065 (results in bootstrapping)	4,981	0,000

Source: data processed by the author in 2026

Path Coefficient Test of Green Environment on Employee Performance

According to the test results, employee performance at PT. PYX Solusi Teknologi is positively and significantly impacted by the green environment. This implies that employee performance increases with the cleanliness, comfort, and environmental friendliness of the workplace. Employees may feel more at ease and productive in a physically and psychologically supportive workplace. This is consistent with the findings of Suci's (2009) study, which indicates that enhancing employee performance is positively impacted by a favorable work environment

Path Coefficient Test of Work-Life Balance on Employee Performance

The test results demonstrate that employee performance at PT. PYX Solusi Teknologi is positively and significantly impacted by work-life balance. This implies that an employee will perform at their best if their personal and professional lives are more balanced. Employees benefit from this equilibrium by feeling less stressed and more motivated and satisfied with their jobs. Nawano (2024), who claimed that work-life balance has a favorable and significant impact on employee performance since it can raise job satisfaction and morale, supports this conclusion.

Path Coefficient Test of Work-Life Balance on a Green Environment

The test results demonstrate that a green environment at PT. PYX Solusi Teknologi is positively and significantly impacted by work-life balance. This implies that a favorable view of the workplace can be fostered by a healthy work-life balance. Workers are more inclined to appreciate and support the establishment of a cozy and healthy work environment if they feel that their work is balanced. This is consistent with study by Suhartini (2021), which shows that work-life balance can boost comfort and favorable opinions of the workplace.

Path Coefficient Test of Work-Life Balance on Employee Performance through a Green Environment

Through a green environment as a mediating variable, the test results demonstrate that work-life balance has a favorable and significant impact on employee performance. In other words, work-life balance not only directly affects performance but is also reinforced by the establishment of a welcoming and encouraging work environment. The association between work-life balance and employee performance is strengthened by a green environment, which produces a partial mediation effect. This is corroborated by research by Beis et al. (2023), which claims that the established work-life balance would result in optimal performance since employees feel connected to their firm due to the effect on performance through a mediating variable.

Moderation Path Coefficient Test

According to Table 7, the path coefficient test results indicate that Work Life Balance has a significant positive direct effect on Employee Performance (O = 0.524; t = 6.380; p = 0.000) and Green Environment has a positive and significant effect on Employee Performance (O = 0.433; t = 5.768; p = 0.000). Furthermore, Green Environment is strongly impacted by Work Life Balance

($O = 0.745$; $t = 17.929$; $p = 0.000$), which then mediates the association between Work Life Balance and Employee Performance through an indirect effect of 0.322 ($t = 4.981$; $p = 0.000$). This suggests that enhancing the workplace's green environment plays a mediating function in the impact of work-life balance on employee performance. All correlations are shown to be statistically significant, and this model generally supports partial mediation, in which work-life balance enhances employee performance both directly and through green environments. Research by Suhartini (2021), Mariska et al. (2025), Mardiana et al. (2023), who confirmed the joint influence of work life balance and work environment on performance, and Saud (2026), who used SEM-PLS and found that work environment and work life balance have a significant positive effect on employee performance, all support this conclusion. Thus, the results of the path coefficient test are consistent with empirical evidence from previous studies, both for the direct path and the indirect influence through the Green Environment mediator.

Work Life Balance on Employee Performance

The hypothesis is accepted because the findings of the hypothesis test show that work-life balance significantly and favorably affects employee performance at PT. PYX Solusi Teknologi. This is supported by the fact that employees clearly experience a balance between work and personal life demands. This balance is reflected in structured work time management, clear division of tasks, and the management of personal and work needs, allowing employees to work optimally without stress. This condition aligns with the high level of employee productivity, as evidenced by their performance in completing tasks.

Green Environment on Employee Performance

The hypothesis is accepted because the findings of the hypothesis test show that employee performance at PT. PYX Solusi Teknologi is positively and significantly impacted by a green environment. The workplace was assessed as great by the staff because it was clean, had enough lighting, and had sufficient ventilation, which made it comfortable, improved concentration, and boosted motivation. Employee performance is encouraged to complete activities more effectively in this favorable work environment (Nieuwenhuis et al., 2014; Dullah et al., 2023).

Work-Life Balance on a Green Environment

The hypothesis is accepted since the findings of the hypothesis test show that Work-Life Balance significantly and favorably affects a green environment at PT. PYX Solusi Teknologi. Workers who have a work-life balance are more likely to be concerned about and capable of maintaining the comfort and quality of their workplace, which contributes to their wellbeing.

Work-Life Balance on Employee Performance through a Green Environment

The hypothesis is accepted because the findings of the hypothesis test show that a green environment mediates the impact of work-life balance on employee performance at PT. PYX Solusi Teknologi. When combined with a supportive work environment, a healthy work-life balance enhances employee performance. Put another way, employee performance increases with the quality of the workplace and the degree of work-life balance.

CONCLUSION

According to research findings at PT. PYX Solusi Teknologi, employees' application of work-life balance is rated as high to very high, suggesting that they are adept at juggling the demands of their personal and professional lives. Meanwhile, the Green Environment in the workplace is also considered very good, creating a comfortable, healthy, and conducive work atmosphere. Employee performance levels are high, reflecting good productivity and work quality. According to the investigation, employee performance is positively and significantly impacted by work-life balance, both directly and through the Green Environment acting as a mediating variable. Employee performance is positively and significantly impacted by the green environment; that is, the more comfortable and green the workplace, the better the performance of the employees.

Overall, this study shows that the green environment and work-life balance are strategic elements that have a substantial impact on employee performance at PT. PYX Solusi Teknologi, both partially and concurrently.

SUGGESTION

In order to enhance employee performance and well-being at PT. PYX Solusi Teknologi, a number of areas need to be addressed, according to the study of the lowest indicator. Companies are recommended to assess workloads and offer flexible working hours policies and stress management support in order to maximize work-personal balance, as the lowest indicator in the Work Life Balance variable relating to work demands that diminish personal life time signals potential role conflict. In the Green Environment variable, the use of green spaces as rest areas is still not optimal, so companies can provide comfortable rest facilities and encourage the use of green spaces for social activities or relaxation, so that the ecological and psychological benefits for employees are more optimal. Meanwhile, in the Employee Performance variable, the match between the amount of work and the workload is the lowest aspect, indicating the need to review task distribution and provide additional support to balance the workload, which ultimately can increase the effectiveness, satisfaction, and productivity of employees overall.

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