

Original Research Article

The Role of Work-Life Balance, Knowledge Sharing, and Job Satisfaction in Enhancing Employee Performance

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Abstract: This study aims to analyze the effect of work-life balance, knowledge sharing, and job satisfaction on member performance, and identify the most dominant variable. The research location was at Adi Soemarmo Solo Airbase, Central Java. Data analysis techniques using descriptive methods and multiple linear regression analysis. The results showed that work-life balance, knowledge sharing, and job satisfaction significantly influence Adi Soemarmo Solo Airbase member performance. The three variables simultaneously contribute to improving member performance, while partially each variable also shows a significant influence. Work-life balance proved to be the most dominant factor in influencing performance, indicating that balancing work and personal life is important in improving members' productivity and work performance. In addition, knowledge sharing and job satisfaction also contributed significantly to creating a more effective and conducive work environment. These findings confirm that good management of Work work-life balance, as well as an increase in knowledge-sharing culture and job satisfaction, can encourage the optimal performance of members at Adi Soemarmo Solo Airbase. This research is expected to contribute to understanding the influence of work-life balance, knowledge sharing, and job satisfaction on members' Performance at Adi Soemarmo Solo Airbase. The findings emphasize the importance of work balance, knowledge-sharing culture, and a conducive work environment in improving member productivity and performance.

Keywords: Work-Life Balance, Knowledge Sharing, Job Satisfaction, Member Performance.

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1. INTRODUCTION

Human resource is an important factor that cannot be separated from an organization, both institutions and companies. Human resource is a driver, thinker, and planner who realizes organizational goals. As the main asset, human resource needs to be continuously trained and developed in order to be able to contribute optimally. Human resources are generally divided into macro human resource, which includes the entire productive age population, and micro human resource, which refers to individuals working in institutions or companies. Human capital plays a significant role compared to other resources, such as capital and technology, because humans control both factors. Human resources, which performs well, plays an important role in supporting the achievement of the organization's goals, as well as being the key to the success of the organization's overall operations.

Rivai (2020) states that performance results from employee work during a specific period compared to targets or criteria set and agreed upon between employees and the company. Employee performance management is critical to ensure optimal contribution in achieving company goals and shows the extent of the employee's role in achieving company targets. Good employee performance contributes significantly to improving overall organizational performance. According to Agustien & Soeling (2020), employee performance can be improved through effective human resource management. One factor that supports employee performance is balancing personal life and work (work-life balance). With a good work-life balance, employees can focus more on work, thus having a positive impact on improving performance.

According to Mardiani & Widiyanto (2021), work-life balance is a condition in which employees can

manage and divide time between work responsibilities, personal life, family, and other responsibilities, so as not to cause conflict in their lives. This balance encourages job satisfaction and improved performance, increasing life satisfaction and family harmony. Gragnano *et al.*, (2020) mentioned that work-life balance also plays a role in reducing stress, emotional exhaustion, and the risk of depression. An imbalance in personal and work life can trigger various problems, including decreased focus at work. When employees cannot separate personal problems from work, their performance tends to decline, negatively impacting overall company productivity.

In addition, knowledge sharing also affects employee performance. According to Mangiwa *et al.*, (2021), knowledge sharing is sharing between individuals, either directly or through virtual platforms, to broaden horizons and create new knowledge that adds value to the company. Kunsman (2020) explains that this activity involves exchanging information, skills, and expertise between coworkers, which helps increase productivity and enrich employee knowledge. According to Berlin (2021), knowledge sharing strengthens social interactions, builds trust, and facilitates knowledge transfer for new employees. Fauziah Rachmawati Firman (2021) added that this process accelerates problem-solving, encourages idea-sharing, and improves services, ultimately supporting organizational development and employee job satisfaction.

Besides the two previous factors, job satisfaction also significantly affects employee performance. According to Suparmin (2023), job satisfaction is the attitude of employees toward their work, which is influenced by work situations, peer relationships, wages, and other physical and psychological factors. Job satisfaction is important for employees. It can improve the quality and spirit of work, as well as for the company, because it contributes to the smooth operation and achievement of goals. Daniel Dami *et al.*, (2022) added that decreased job satisfaction can reduce employee performance and hinder organizational development. Elinda and Sitohang (2022) explain that job satisfaction is a positive attitude reflecting love for the profession. Satisfied employees tend to show optimal performance, contribute better, and effectively encourage achieving company targets.

Based on the background described, this study aims to analyze the effect of work-life balance, knowledge sharing, and job satisfaction on member performance, both simultaneously and partially. In addition, this study also aims to identify variables that have a dominant influence on Member Performance at the Indonesian National Army Air Force Base (Lanud) Adi Soemarmo Solo. The results of this study are expected to be practical input for Lanud Adi Soemarmo Solo to understand member attitudes toward work-life

balance, knowledge sharing, and job satisfaction and their influence on member performance. These findings can also be used to formulate strategies to improve member performance. Theoretically, this research contributes to the development of human resource management science. It is expected to be a reference for further research that discusses similar topics, especially in the Adi Soemarmo Solo Airbase.

2. LITERATURE REVIEW

Member performance is the level of achievement of the results of implementing the tasks assigned to a person or group in the organization to achieve specific goals. According to Nurjaya (2021), performance is the achievement of results on implementing specific tasks. Putri (2020) states that performance reflects how well individuals or groups meet job requirements to achieve organizational goals. Lilyana *et al.*, (2021) define performance as the result of work on completing tasks and responsibilities within a certain period. Aziz & Fauzah (2018) added that performance reflects the achievement of programs or policies in realizing the vision and mission of the organization. Meanwhile, Farisi *et al.*, (2020) emphasize that performance is measured based on applicable standards. Thus, member performance can be concluded as members' work in carrying out tasks to achieve organizational goals.

Factors that affect employee performance include the ability and expertise to complete work, knowledge of the tasks carried out, and a clear and directed work plan. Personality and work motivation are also important, supported by effective leadership and appropriate leadership styles. Positive organizational culture, job satisfaction, and a conducive work environment also affect performance. In addition, employee loyalty and commitment in carrying out tasks, discipline in complying with rules, and fair compensation also contribute to achieving optimal performance. Employee performance can be measured through the quantity and quality of work results, efficiency in using resources, discipline, initiative, thoroughness, leadership, honesty, and creativity in carrying out tasks, all of which support achieving organizational goals effectively and efficiently.

Work-life balance is a balance between work responsibilities and personal life, where individuals can carry out both harmoniously without neglecting one aspect. Fitri *et al.*, (2022) state that work-life balance is a comfortable balance between work priorities and personal lifestyle. According to Saina *et al.*, (2016), this balance is important so that employees have a good quality of life. Aliya & Saragih (2020) emphasize that imbalance can cause stress, declining health, and reduced quality time with family, which impacts performance and mental-physical conditions. Maslichah & Hidayat (2017) added that work-life balance allows individuals to carry out work obligations without

neglecting personal life. Thus, work-life balance is the ability to manage time so that the balance between career and personal life can be achieved optimally.

Factors that influence work-life balance include managing the work environment, such as attention, activities at work, role overload, and ease of family interaction. Time and role management also play an important role, including time management, role conflict, ease of work, and flexibility. The next factor is work time flexibility, including flexible working hours, ease of organizing work systems, and the ability to manage stress. Management support, such as the availability of benefits, supervisor support, and role clarity, also affects the balance. According to Marina & Rizal (2020), work-life balance indicators include time balance (time allocation for work and personal life), engagement balance (psychological commitment to work and activities outside of work), and satisfaction balance (level of satisfaction with both).

Knowledge sharing is a process of social interaction in which individuals or groups share information, experiences, and skills, both in the form of tacit and explicit knowledge, to achieve organizational goals. Azizi (2020) calls knowledge sharing a culture of social interaction that encourages knowledge exchange throughout the organization. Laili (2019) emphasizes that this process cannot be done alone but through interactions between individuals that create new knowledge. Maulana (2018) adds that knowledge sharing occurs reciprocally and contributes to creating new knowledge for the organization's competitive advantage. Dwiastuti (2021) explains that knowledge sharing involves sharing and disseminating information between individuals, communities, and communities through effective communication. Thus, knowledge sharing is an important element in knowledge management that supports achieving company goals.

According to Brilianty (2022), factors influencing knowledge sharing include employee attitudes, namely views and evaluations of particular objects or events, and sharing motivation that encourages individuals to fulfill needs through knowledge sharing. Communication also plays an important role as the basis for interaction between individuals, supported by technology that facilitates information sharing through software and hardware. Indicators of knowledge sharing, according to Tung (2018), include knowledge-sharing attitudes, namely individual behavior in sharing knowledge owned to other members. Work experience is also an indicator because skills and abilities are gained from tenure. In addition, the ability to absorb knowledge from the external environment and a sense of self-worth, a self-concept that reflects a belief in competence and self-worth, also affect knowledge sharing in organizations.

Job satisfaction is a positive or negative feeling of members towards their jobs, which is

influenced by evaluations of job characteristics and work experiences. Robbins *et al.*, (2021) state that job satisfaction reflects positive feelings if members are satisfied and negative ones if they are not satisfied. Colquitt (2022) adds that job satisfaction represents a person's emotional assessment of their job. Afandi (2018) explains that job satisfaction is also influenced by the difference between the rewards received and those expected. According to Edy Sutrisno (2019), job satisfaction is related to work situations, relationships between members, rewards, and physical and psychological factors. Handoko (2020) emphasizes that job satisfaction is reflected in employees' positive behavior towards work and the work environment. Thus, job satisfaction is a positive attitude of members that includes feelings and behavior towards their work.

According to Afandi (2018), factors that affect job satisfaction include fulfilling needs, namely the extent to which work can meet individual needs. Satisfaction is also influenced by the match between expectations and the reality received (discrepancies). In addition, value achievement occurs when work fulfills values that individuals consider important. Fairness in workplace treatment also plays an important role, followed by a harmonious organizational culture, which encourages job comfort and satisfaction. Indicators of job satisfaction include satisfying job content, wages perceived as fair and appropriate, and clear promotion opportunities. Good supervision from superiors and the support of colleagues who help complete tasks also strengthen the job satisfaction of employees in the organization.

3. RESEARCH METHOD

3.1 Research Design

This study uses a quantitative design with a comparative causal approach, which involves three independent variables: work-life balance, knowledge sharing, and job satisfaction, and one dependent variable, member performance. This research tests hypotheses through statistical analysis to determine and explain the causal relationship between variables. This research is explanatory, which aims to explain the influence between variables and their causal relationships, explanatory research focuses on understanding the relationship and influence between independent and dependent variables.

3.2 Scope and Location of Research

The scope of this research covers the field of human resources, especially the performance of members at Adi Soemarmo Solo Air Base, which is influenced by work-life balance, knowledge sharing, and job satisfaction. The research location was chosen at Adi Soemarmo Solo Airbase because it is relevant to the research theme and has adequate infrastructure, such as transportation, communication, and accommodation, which supports the smooth research process. The selection of this location is also based on ease of access

and environmental conditions based on the research needs.

3.3 Research Population and Sample

The population in this study included all members at Adi Soemarmo Solo Airbase, totaling 82 people. According to Sugiyono (2017), the population consists of a sampling population, namely the unit of analysis that provides research data, and the target population, namely all units of analysis in the research area. In this study, sampling was carried out using the census method, considering that the population was relatively small, namely 82 people, so all population members were used as research respondents.

3.4 Data Collection and Analysis Techniques

Data collection in this study was carried out systematically using a questionnaire in the form of written questions prepared to obtain relevant information and have good reliability and validity from respondents related to research variables. Furthermore, the collected data were analyzed using descriptive analysis and multiple linear regression. Descriptive analysis aims to provide an overview of the research variables based on respondents' answers, using the mode value and average score. Meanwhile, it is used to determine the effect of the independent variables on the dependent variable, the closeness of the relationship (R), and the magnitude of the contribution of the independent variables in explaining fluctuations in the dependent variable through the coefficient of determination (R^2). In multiple linear regression analysis using Ghazali's (2007) model as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Description:

- Y = Member Performance at Adi Soemarmo Solo Airbase
- α = Constant number
- $\beta_1 - \beta_3$ = Regression Coefficient
- X_1 = Work-Life Balance
- X_2 = Knowledge Sharing
- X_3 = Job Satisfaction
- e = Standard error

4. RESULT AND DISCUSSION

4.1 Research Result

Adi Soemarmo Airbase, located in Ngemplak District, Boyolali, has a long history as a military airbase and education center for the Indonesian Air Force. The airport was initially built by the Dutch in 1940 as an emergency airfield but was destroyed and rebuilt by the Japanese in 1942 as a military base. After Indonesian independence, the airport was managed by Surakarta Aviation on February 6, 1946, then became Panasan Air Base on May 1, 1946, for military flights. On July 25, 1977, the name was changed to Lanud Utama Adi Soemarmo, after posthumous Air Lieutenant Adi Soemarmo, a hero who died in the struggle for independence. Since March 31, 1989, the airport has

been an International Airport and serves civilian flights, strengthening its strategic role for the connectivity of Solo and its surroundings.

This study involved 82 respondents who were Adi Soemarmo Solo Airbase members, grouped by demographic characteristics such as gender, age, education level, and length of service. This grouping aims to provide a clear picture of the respondent profile and support the analysis of research variables: work motivation, discipline, work environment, and employee performance. Based on gender, most respondents were male, as many as 70 people (85.4%), while women amounted to 12 people (14.6%). Regarding age, most respondents were in the age range 41-50 years, as many as 30 people (36.6%), followed by ages over 50 years and ages 31-40 years, each as many as 20 people (24.4%). These results indicate that most Lanud Adi Soemarmo members are at a productive age, which is expected to have optimal work capabilities in supporting the effectiveness and performance of the organization as a whole.

Regarding education, most respondents have an undergraduate education of as many as 42 people (51.2%), followed by postgraduate education of as many as 40 people (48.8%). This shows that members of Lanud Adi Soemarmo generally have a good level of education, which has the potential to support a better understanding of work-life balance, knowledge sharing, and job satisfaction. Based on the length of service, the majority of respondents have worked for more than 5 years as many as 25 people (30.5%), followed by 1-3 years of service as many as 20 people (24.4%), and 3-5 years as many as 15 people (18.3%). Meanwhile, respondents with less than 1 year of service amounted to 22 people (26.8%). Most respondents have had a long enough work experience, which is expected to improve competence and performance in tasks at Adi Soemarmo Solo Airbase.

This study describes 87 Adi Soemarmo Solo Airbase members, especially in measuring job satisfaction and member performance. Data was analyzed using the SPSS program to describe the four main variables studied. The statistics used in this study are the mean and mode values to get a more accurate description of the distribution of respondent data. The variables analyzed include knowledge sharing, job satisfaction, and performance. Each variable is explained based on the indicators determined through the questionnaire. The results of the descriptive analysis show the distribution of the largest and smallest values of each indicator, which illustrates how respondents assess these aspects in their work. Thus, based on the data obtained, this study provides insight into the pattern of knowledge sharing, the level of job satisfaction, and the performance of Adi Soemarmo Solo Airbase members.

The Work-life balance variable comprises four leading indicators: promotion, achievement, reward, and recognition. The analysis shows that the promotion indicator has the highest value of 47 or 49.5% and the lowest value of 2 or 2.1% of respondents. The achievement indicator has the highest value of 48 or 50.5% and the lowest value of 1 or 1.1% of respondents. The award indicator showed the highest value of 51 or 53.7%, and the lowest value of 2 or 2.1% of respondents. In comparison, the recognition indicator had the highest value of 50 or 52.6%, and the lowest value of 5 or 5.3% of respondents. This data indicates that most members of Lanud Adi Soemarmo Solo have a pretty good level of Work-life balance, especially in the aspects of appreciation and recognition of work, so that members feel more valued in a work environment that contributes to the balance between work and personal life.

Knowledge-sharing variables are analyzed based on five leading indicators: attendance rate, work procedures, obedience to superiors, work awareness, and responsibility. The analysis results show that the attendance rate indicator has the highest value of 54 or 56.8% and the lowest value of 2 or 2.1% of respondents. The work procedure indicator also has the same highest value, 54 or 56.8%, with the lowest value of 2 or 2.1%. The indicator of obedience to superiors has the highest value of 64 or 67.4% and the lowest value of 5 or 5.3% of respondents. Meanwhile, the work awareness indicator had the highest score of 58 or 61.1%, and the lowest score of 5 or 5.3%. The responsibility indicator recorded the highest score of 52 or 54.7%, and the lowest score of 2 or 2.1%. This data shows that Lanud Adi Soemarmo Solo members have a pretty good level of knowledge sharing, especially in obedience to superiors and work awareness.

The Job Satisfaction variable is analyzed based on five leading indicators: lighting or light, air conditions, work facilities, relationships with

colleagues, and security. Based on the analysis, the lighting or light indicator has the highest value of 54 or 56.8% and the lowest value of 2 or 2.1% of respondents. The air condition indicator shows the highest value of 52 or 54.7% and the lowest value of 2 or 2.1% of respondents. The work facility indicator has the highest value of 54 or 56.8% and the lowest value of 4 or 4.2% of respondents. The relationship with coworkers indicator has the highest value of 59 or 62.1% and the lowest value of 2 or 2.1% of respondents. Meanwhile, the security indicator had the highest score of 46 or 48.4% and the lowest score of 6 or 6.3% of respondents. From these results, the aspect of relationships with coworkers has the highest value, indicating that good social interaction is important in increasing job satisfaction.

The performance variable includes five leading indicators: work quality, quantity, responsibility, cooperation, and initiative. The analysis results show that the work quality indicator has the highest value of 48 or 50.5% and the lowest value of 4 or 4.2% of respondents. The work quantity indicator has the highest value of 50 or 52.6%, and the lowest value of 1 or 1.1% of respondents. The responsibility indicator has the highest value of 48 or 50.5% and the lowest value of 3 or 3.2% of respondents. The cooperation indicator has the highest value of 48 or 50.5% and the lowest value of 9 or 9.5% of respondents. Finally, the initiative indicator had the highest score of 55 or 57.9%, and the lowest score of 5 or 5.3% of respondents. From these results, the initiative aspect has the highest value compared to other indicators, indicating that members are highly motivated to act proactively at work.

The results of multiple linear regression analysis that examines the influence of work-life balance, knowledge sharing, and satisfaction variables on member performance at Adi Soemarmo Solo Airbase are presented in the following table:

Table 1: Multiple Linear Regression Results

Variable	Description	Regression Coefficient β	t Hitung	Sig.
X_1	Work-Life Balance	0.131	.910	0.000
X_2	Knowledge Sharing	0.197	1.256	0.000
X_3	Job Satisfaction	0.109	1.396	0.000
Constant	58.993			
R^2	0.093			
Adjusted R Square	0.096			
F Count	1.670			
Sig. F	0.000			
N	82			

Source: Data processed 2024

Based on the results of the multiple linear regression analysis displayed in the table above, the multiple linear regression equation can be arranged as follows:

$$Y = C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$Y = 58.993 + 0.131X_1 + 0.197X_2 + 0.109X_3 + e$$

Based on the results of multiple linear regression analysis, the regression constant value of 58.993 indicates that even though the three independent variables, namely work-life balance, knowledge sharing, and job satisfaction, are assumed to be constant or zero, there is still an influence on member performance at Adi Soemarmo Solo Airbase. The Work-life balance variable regression coefficient of 0.131 indicates that Work-life balance positively influences member performance. The t-test results show that the probability value of variable work-life balance is smaller than the research error rate of 0.05 or 5%.

Furthermore, the regression coefficient of the knowledge sharing variable of 0.197 indicates that knowledge-sharing also positively influences the performance of Adi Soemarmo Solo Airbase members. The t-test results show that the probability value of the knowledge-sharing variable is smaller than the research error rate of 0.05 or 5%. Similarly, the Satisfaction variable, which has a regression coefficient of 0.109, positively influences performance. The t-test results show that the probability value of variable job satisfaction is smaller than the research error rate of 0.05 or 5%.

The closeness of the relationship between the independent variables, namely work-life balance, knowledge sharing, and job satisfaction, with the dependent variable, performance, can be measured using multiple correlation coefficient analysis. The resulting correlation coefficient (R) value of 0.093 indicates that the correlation between the independent and dependent variables reaches 93%, indicating a strong relationship. In addition, the coefficient of determination (R^2 adjusted) value of 0.096 indicates that the work-life balance, knowledge sharing, and job satisfaction variables jointly contribute to members' performance at Adi Soemarmo Solo Airbase.

Testing the first hypothesis in this study using the F test, which aims to determine whether all independent variables have the same effect on the dependent variable. The F test is performed by

comparing the calculated F value obtained from the ANOVA table with the critical value of F (F table). This test determines whether the work-life balance, knowledge sharing, and job satisfaction variables jointly affect member performance. The reference in this hypothesis test is to compare the significance value (sig.). If the sig value. < 0.05 , then the hypothesis is accepted, and if sig. > 0.05 , then the hypothesis is rejected. The F test results show that the calculated F value is 4.751 with a significance level < 0.001 , while the F table value for $\alpha = 0.05$ and $df = 60$ is 3.09. Because the F count (4.751) is greater than the F table (3.09) and the sig value. < 0.05 , it can be concluded that the Work-life balance, knowledge sharing, and job satisfaction variables significantly affect member performance. Thus, the first hypothesis in this study can be proven.

The second hypothesis in this study is tested using the t-test, which aims to determine the effect of each independent variable on the dependent variable individually. The t-test results show that the t value for the work-life balance variable is 0.530 with a significance result of $X < X$, which indicates that Work-life balance significantly affects member performance. Furthermore, the t value for the knowledge-sharing variable is 0.391 with a significance result of $X < X$, which means that knowledge-sharing also influences member performance. Meanwhile, the t value for the job satisfaction variable is 1.228 with a significance result of $X < X$, indicating that Job Satisfaction also significantly affects member performance. From these results, the three independent variables significantly influence member performance: work-life balance, knowledge sharing, and job satisfaction.

Meanwhile, the results of the third hypothesis in this study were tested by comparing the Unstandardized coefficient values of each independent variable. The analysis results show that the job satisfaction variable has an Unstandardized Coefficients value of 0.210, more significant than the value of the work-life balance and knowledge sharing variables. The results can be seen in full in the following table:

Table 2: 3rd Hypothesis Test Results

No	Independent Variable	Dependent Variable	Regression Coefficient	Sig. t	Error Tolerance Level	Result
1	X ₁ Work-Life Balance	Y - Performance	0.088	0.000	0.05	X ₁ affects Y
2	X ₂ Knowledge Sharing	Y - Performance	0.058	0.000	0.05	X ₂ affects Y
3	X ₃ Job Satisfaction	Y - Performance	0.210	0.000	0.05	X ₃ affects Y

Source: Data processed 2024

Thus, Job Satisfaction has a more significant or dominant influence on member performance than other variables. This proves that the third hypothesis in this study can be accepted, namely job satisfaction, which is the factor that has the most significant influence on improving member performance at Adi Soemarmo Solo Airbase.

4.2 Discussion of Research Results

Work-life balance in this study is measured through four primary indicators: promotion, achievement, reward, and recognition. In the promotion indicator, most respondents strongly agreed that they felt happy to receive awards from their superiors as a

form of appreciation for their hard work. Furthermore, many respondents strongly agreed that leaders should always pay attention to member performance in the achievement indicator. The award indicator shows that most respondents strongly agree that the assigned tasks can be completed on time to get an award. Meanwhile, on the recognition indicator, respondents strongly agree that the job or position they currently have provides a feeling of self-fulfillment, which indicates that recognition of their work dramatically influences job satisfaction.

Knowledge sharing in this study is measured through five indicators: attendance rate, work procedures, obedience to superiors, work awareness, and responsibility. In the attendance rate indicator, the majority of respondents strongly agreed with the statement that they always come to work on time. Respondents tend to strongly agree that they always obey work procedures and applicable regulations in the work procedures indicator. In the indicator of obedience to superiors, respondents generally agreed with the statement that they obeyed the rules set by the leader. The work awareness indicator shows that most respondents agree that they always try to complete tasks daily. Meanwhile, on the responsibility indicator, respondents strongly agreed that they always completed tasks according to the specified time.

Job Satisfaction in this study is measured through five leading indicators: lighting or light, air conditions, work facilities, relationships with coworkers, and security. In the lighting or light indicator, most respondents strongly agreed that the lighting in the workplace was by the established standards. The air condition indicator shows respondents strongly agree that the workplace air is clean and cool. In the work facility indicator, respondents also strongly agreed that the facilities provided functioned adequately. Respondents tended to strongly agree that communication between members went well in the indicator of relationships with coworkers. Meanwhile, the security indicator shows that respondents strongly agree that the work environment is safe from intimidation between members.

Member performance in this study is measured through five leading indicators: quality, quantity, responsibility, cooperation, and initiative. On the quality indicator, most respondents strongly agreed that they work carefully and try to minimize errors in work. The quantity indicator shows respondents strongly agree that their work quantity achievements align with agency expectations. On the responsibility indicator, most respondents strongly agreed that they always complete the work that has been determined correctly to completion. In the cooperation indicator, respondents strongly agreed that they easily cooperate with colleagues in the same section or division. Meanwhile,

in the initiative indicator, respondents also strongly agreed that they were willing to do work without being ordered by superiors.

Work-life balance has a close relationship with performance, where the higher the level of a person's work-life balance, the higher the performance level. Work-life balance helps individuals think more critically and analytically to face challenges better and find innovative solutions. With a good balance between work and personal life, individuals can manage stress more effectively, positively impacting work performance. Knowledge sharing also plays an important role in improving work productivity. A good knowledge-sharing process allows individuals to work more efficiently, as they have access to information and experience that can help them complete tasks more quickly and accurately. A healthy body and mind contribute to increased energy, concentration, and motivation to complete work, increasing individual productivity in the organization.

In addition, Job Satisfaction also plays an important role in improving performance. A comfortable and conducive work environment can help individuals to focus more on completing their tasks. A quiet and well-organized space allows workers to work more effectively without distractions that can hinder productivity. In addition, ergonomic factors, such as height-appropriate chairs and desks, contribute to creating comfort during work and reduce the risk of injury due to non-ideal work postures. Thus, work-life balance, knowledge-sharing, and job satisfaction are interrelated factors that significantly affect the performance of members of an organization. Combining these three factors will create a healthier, more productive work environment and support the optimal achievement of organizational goals

5. CONCLUSIONS AND SUGGESTIONS

This study analyzes the effect of work-life balance, knowledge sharing, and job satisfaction on member performance at Adi Soemarmo Solo Airbase. Based on the study's results, work-life balance, knowledge sharing, job satisfaction, and member performance can be described according to the conditions at Lanud Adi Soemarmo Solo, which is the main background of this research. The results showed that the three independent variables, work-life balance, knowledge sharing, and job satisfaction, significantly influence member performance. In addition, each of these variables also partially shows a significant influence on member performance. Among the three variables, work-life balance has the most substantial and dominant impact on member performance at Adi Soemarmo Solo Airbase, so balancing work and personal life is an important factor in increasing productivity and member work performance.

Based on the research results, several suggestions can be applied to improve member performance at Adi Soemarmo Solo Airbase. A good work-life balance must be considered and improved because balancing work and personal life is important in maintaining member productivity. In addition, an effective knowledge sharing culture needs to be built through good cooperation and communication between members to support overall performance improvement. Evaluation of timeliness and compliance of members can also be done to ensure that knowledge sharing is running optimally. Job satisfaction is also an important factor in the organization's sustainability because a comfortable and conducive work environment will impact the motivation and productivity of members. In addition, this study realizes that other variables can still affect member performance, which this study has not discussed. Therefore, further research is recommended to examine other factors that have the potential to improve member performance more comprehensively.

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