

THE EFFECT OF INTRINSIC MOTIVATION, WORK LIFE BALANCE, AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT CUT NYAK DHIEH HOSPITAL, LANGSA

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Abstract

This study aims to analyze the influence of intrinsic motivation, work-life balance, and work environment on the performance of employees at Cut Nyak Dhien Hospital, Langsa. This study uses a quantitative method quantified by data collection techniques through questionnaire distribution. The data used in this study are primary data obtained by distributing questionnaires to 121 hospital employees. The population in this study was 121 employees, while the sample was a saturated sampling technique where the entire population was taken. The analysis method used was multiple linear analysis techniques using SPSS 26. Data analysis used validity and reliability tests, classical assumption tests, coefficient of determination tests, f tests, and t tests. The results of this study indicate that intrinsic motivation and work-life balance have a positive and significant effect on the performance of employees at Cut Nyak Dhien Hospital, Langsa, and the work environment has a negative and insignificant effect on the performance of employees at Cut Nyak Dhien Hospital, Langsa.

Keywords: *Intrinsic Motivation, Work-Life Balance, Work Environment, Employee Performance*

INTRODUCTION

Human Resource (HR) management in hospitals plays a crucial role in ensuring effective and high-quality healthcare services. Hospitals require skilled, professional, and highly committed workers, so optimal HR management is essential to ensure employees perform their duties effectively. As service providers, hospitals require qualified human resources, particularly nurses, who provide 24-hour patient care. Nurses are required to possess expertise, understand patient concerns, meet patient needs, follow procedures, and care for patients responsibly (Santoso et al., 2024). High employee performance is essential for an organization to achieve its goals. High-performing employees strive to overcome work-related challenges, while low-performing employees tend to give up easily when faced with difficulties (Nurmala & Sullaida, 2021). Therefore, companies must consider the factors that drive employee performance to support organizational success. In hospitals, implementing service quality standards requires management to understand the factors that influence performance, including work motivation. Strong intrinsic motivation increases focus, productivity, and work morale, thus supporting individual performance, team performance, and hospital success.

This study examines intrinsic motivation, work-life balance, and the work environment. A good intrinsic motivation, work-life balance, and work environment will result in good employee performance. The first factor influencing employee performance is intrinsic motivation. Intrinsic motivation is an internal drive that drives a person to achieve specific goals or outcomes in the work environment. This drive can be influenced by various factors, such as personal needs, the desire for recognition or success, the desire to develop, or the motivation to fulfill them (Koto et al., 2024). To ensure consistent employee performance, organizations must at least pay attention to the work environment around employees, as this can influence a person's ability to perform tasks, such as motivation. One motivational theory about individual needs is Maslow's theory. Maslow argues that a person works because of his or her impulse to fulfill various needs (Yusuf Iis & Yanita, 2021).

The phenomenon of intrinsic motivation at Cut Nyak Dhien Hospital in Langsa indicates a persistently low level of employee intrinsic motivation. This is evident in the weak drive to achieve goals and declining work morale, characterized by a lack of enthusiasm while on duty. Employees also tend to be passive, lacking initiative and creativity, and not showing full responsibility in completing their work. This condition leads to delays in assignments, poor work performance, and work results that do not meet hospital standards. Some reports are not completed on time. This situation indicates that employees' internal drive is not yet optimally developed. If not addressed promptly, this condition can reduce overall productivity and the quality of hospital services. At Cut Nyak Dhien Hospital in Langsa, employee work-life balance remains a challenge. High workloads and busy shift schedules make it difficult to maintain a balance between work and personal life, particularly in the clinical and administrative areas. While there is some professional job satisfaction, limited free time reduces personal satisfaction. Work interruptions often disrupt family activities, while personal issues can also reduce focus at work. However, support from a positive personal life, such as a supportive family, can improve employee motivation and performance.

A conducive work environment, including neat room layout and a comfortable atmosphere, can motivate employees to work more productively, thus positively impacting employee performance. The existence of a comfortable work environment can improve employee performance in carrying out their duties optimally, healthily, safely, and comfortably maintained. Therefore, efforts should be made to ensure a good and conducive work environment because a good and conducive work environment makes employees feel at home in the room and feel enthusiastic about carrying out their duties, so that job satisfaction is formed and employee performance will increase (Nuraningsih et al., 2024). The phenomenon of the work environment at Cut Nyak Dhien Hospital, Langsa, shows that limited space for movement in the operating room and poor air circulation in the laboratory are the main obstacles that interfere with employee comfort and work effectiveness. This condition emphasizes the need to improve spatial planning and ventilation systems to create a more supportive work environment. Based on the background, phenomena and research gaps studied in the research, the research is interested in taking the title "The Influence of Intrinsic Motivation, Work Life Balance and Work Environment on Employee Performance at Cut Nyak Dhien Langsa Hospital".

LITERATURE REVIEW

Intrinsic Motivation

According to Fitrah et al., (2024) Intrinsic Motivation is a drive that arises within a person, either consciously or unconsciously, which drives individuals to carry out certain actions with clear and directed goals. The factors that influence intrinsic motivation according to (Ayalew et al., 2021) are: Achievement, Recognition, The work itself, Career Advancement, Growth in work. The indicators of intrinsic motivation according to Sulastri et al., (2023) are as follows: Drive to achieve goals, Work Spirit, Initiative and Creativity, Sense of responsibility.

Work Life Balance

According to Ahmad Rifa et al., (2023) Work life Balance means a person's ability to balance their responsibilities towards work and non-work related matters. In other words, Work life Balance is the balance of time in work and personal life. Work life Balance is usually associated with balance or maintaining overall harmony in life. Factors that influence work life balance, according to Mahardika et al., (2022), namely: Gender (Gender), Place of Residence, Working Hours, Activities outside of work, Salary, Type of Job, Age, Marital Status. Meanwhile, according to Puryana et al., (2020) to measure work life balance is divided into three, namely: Time Balance, Involvement Balance, Satisfaction Balance.

Work environment

The work environment is any physical or non-physical condition that can affect employees when carrying out their duties. Meanwhile, according to Rahayu et al., (2024) the work environment is also one of the factors that companies must pay attention to because it is closely related to the high and low work enthusiasm of employees. Some factors that can influence the formation of the work environment according to Rambe (2022) include: Lighting in the workplace, Temperature in the workplace, Humidity in the workplace, Air circulation in the workplace, Noise in the workplace, Mechanical vibrations in the workplace, Smells in the workplace, Color schemes in the workplace, Decoration in the workplace, Music in the workplace, Safety in the workplace, The indicators of the work environment according to Novitasari (2020) are as follows: Employee relations, Work regulations, Lighting, Air circulation, Safety.

Employee Performance

According to Aslamia et al., (2024) Employee performance is one of the most important factors because the progress of an organization or company depends on the human resources it has. If performance increases, the success of achieving a company's goals is increasingly open, if performance decreases, it results in a setback for the company and the company cannot maintain its business. According to Novitasari (2020) Factors that influence employee performance are: Individual abilities, consisting of several components, namely talent, interest, and personality factors. The effort devoted consists of motivation, work ethic, attendance and task design. The organizational support received consists of training and development, equipment and technology, work standards, management and coworkers. According to Rambe (2022) there are several performance indicators, namely: Performance Quality, Performance Quantity, Task Implementation, Responsibility.

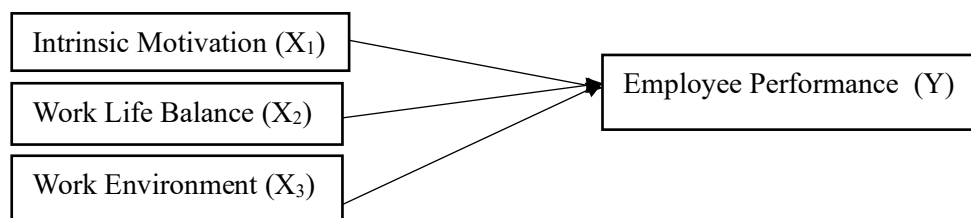


Figure 1 Conceptual Framework

Based on the image above of the conceptual framework, it can be seen that there are three independent variables, namely Intrinsic Motivation (X_1), Work Life Balance (X_2), and Work Environment (X_3) which influence the dependent variable, namely Employee Performance (Y) which will be tested using a partial test (t). Based on the background and theoretical basis, problem formulation and previous research, the author proposes a hypothesis which is a temporary conclusion regarding how three independent variables affect one dependent variable in writing this research hypothesis as follows:

H_1 = Intrinsic motivation influences employee performance at Cut Nyak Dhien Hospital, Langsa.

H_2 = Work Life Balance influences employee performance at Cut Nyak Dhien Hospital, Langsa.

H_3 = The work environment influences employee performance at Cut Nyak Dhien Hospital, Langsa.

METHOD

The method used in this study is a quantitative method. This study analyzes the influence of intrinsic motivation, work-life balance, and work environment on the performance of employees at Cut Nyak Dhien Langsa Hospital. Located at Jalan T.M Bahrum No. 1, Langsa Baro, Gampong Jawa, Langsa Kota District, Langsa City, Aceh 24375. The object of this study is the employees of Cut Nyak Dhien Langsa Hospital. The population in this study is all employees at Cut Nyak Dhien Langsa Hospital, totaling 121 employees. This study applies a sampling method using a saturated sampling technique. Another term for a saturated sample is a census, where all members of the population are sampled.

In this study, the researcher used a questionnaire as the data collection method. The operational variables in this study are independent variables which include Intrinsic Motivation (X_1), Work Life Balance (X_2), and Work Environment (X_3), while the dependent variables include employee performance (Y). The measurement of this research instrument uses Validity Test, Reliability Test. The results of the classical assumption test in this study are as follows: Normality Test (Kolmogrov-Smirnov statistical test with a significance level of 0.05), Heteroscedasticity Test, Multicollinearity Test, Determination Coefficient Test (R^2 Test), Simultaneous Test (F Test). The data analysis method in this study uses Multiple Linear Regression test to see the effect of independent variables on the dependent variable using the help of SPSS statistical software. After measuring the variables in this study, the hypothesis was tested using the t test.

RESULTS AND DISCUSSION

**Table 1. Respondent Characteristics
By Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Man	25	20,7	20,7	20,7
	Woman	96	79,3	79,3	100,0
	Total	121	100,0	100,0	
Based on Respondent Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30 Year	32	26,4	26,4	26,4
	31-40 Year	48	39,7	39,7	66,1
	41-50 Year	28	23,1	23,1	89,3
	>50 Year	13	10,7	10,7	100,0
	Total	121	100,0	100,0	
Based on Last Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma3	56	46,3	46,3	46,3
	S1	44	36,4	36,4	82,6
	S2	15	12,4	12,4	95,0
	S3	6	5,0	5,0	100,0
	Total	121	100,0	100,0	
Based on Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Marry	78	64,5	64,5	64,5
	Single	43	35,5	35,5	100,0
	Total	121	100,0	100,0	
Based on Work Period					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 5 Year	35	28,9	28,9	28,9
	6-10 Year	40	33,1	33,1	62,0
	11-20 Year	32	26,4	26,4	88,4
	> 21 Year	14	11,6	11,6	100,0
	Total	121	100,0	100,0	

Source: Research Results, Data processed 2025

Based on the research results, the majority of employees at Cut Nyak Dhien Hospital in Langsa are female (79.3%), predominantly of productive age (31–40 years), and have a D3 or S1 education background, in line with the needs of healthcare workers. As many as 65.5% of employees are married, while young employees reflect a continuous recruitment process. The length of service is also balanced between experienced employees (>10 years) and new employees (<10 years), demonstrating regeneration and continuity of service..

Table 2. Validity Test Results

No	Statement Indicators	r_{hitung}	r_{tabel}	information
1.	Employee Performance (Y)			
	1. Question 1	0,952	0,178	Valid
	2. Question 2	0,650	0,178	Valid
	3. Question 3	0,961	0,178	Valid
	4. Question 4	0,930	0,178	Valid
	5. Question 5	0,908	0,178	Valid
2.	Intrinsic Motivation (X_1)			
	1. Question 1	0,722	0,178	Valid
	2. Question 2	0,752	0,178	Valid
	3. Question 3	0,606	0,178	Valid
	4. Question 4	0,489	0,178	Valid
	5. Question 5	0,647	0,178	Valid
3.	Work Life Balance (X_2)			
	1. Question 1	0,761	0,178	Valid
	2. Question 2	0,630	0,178	Valid
	3. Question 3	0,679	0,178	Valid
	4. Question 4	0,622	0,178	Valid
	5. Question 5	0,812	0,178	Valid
4.	Work environment (X_3)			
	1. Question 1	0,650	0,178	Valid
	2. Question 2	0,638	0,178	Valid
	3. Question 3	0,711	0,178	Valid
	4. Question 4	0,669	0,178	Valid
	5. Question 5	0,718	0,178	Valid

Source: Research Results Data processed 2025

Based on the results of the correlation coefficient validity test in Table 2, there are 5 statement items, information was obtained that all statement items in each variable have a value r table based on this, it can be concluded that each statement item is valid. This validity is very important to ensure that the conclusions or decisions taken from the data analysis are useful so that they can be continued to the next analysis.

Table 3. Reliability Test Results

Variables	Cronbach's Alpha	Information
Employee Performance (Y)	0,926	Reliabel
Intrinsic Motivation (X_1)	0,642	Reliabel
Work Life balance (X_2)	0,727	Reliabel
Work environment (X_3)	0,697	Reliabel

Source: Research Results Data processed 2025

Based on Table 3, the Cronbach's Alpha value for the Employee Performance (Y) variable is 0.926, Intrinsic Motivation (X_1) is 0.642, Work-Life Balance (X_2) is 0.727, and Work Environment (X_3) is 0.697. Since all values are > 0.60 , all variables are declared reliable. This indicates that the questionnaire items produce consistent data, so the measurements are reliable and not influenced by external factors.

Table 4. Results of the Normality Test with Kolmogorov-Smirnov

		Unstandardized Residual
N		121
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,26176617
Most Extreme Differences	Absolute	,059
	Positive	,046
	Negative	-,059
Test Statistic		,059
Asymp. Sig. (2-tailed)		,200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Research Results Data processed 2025

Based on table 4, it is known that the significance value of the Kolmogorov-Smirnov test is 0.200 or greater than α (0.05), so it can be concluded that the residual data of the regression model is normally distributed (the normality assumption is met).

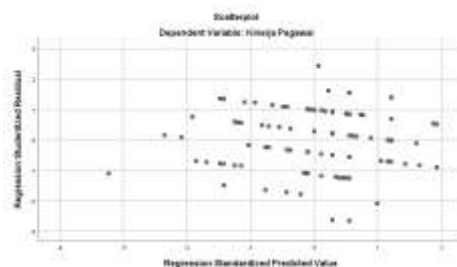


Figure 2 Heteroscedasticity Test

Source: Research Results Data processed 2025

Figure 2 shows that the points are scattered in various directions, both above and below the number 0 on the Y-axis, and do not form a specific pattern. Therefore, it can be concluded that there is no heteroscedasticity in the regression model, making it suitable for use in this study.

Tabel 5. Uji Multikolinieritas

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error				Beta	Tolerance
(Constant)	,947	1,336		,708	,480		
Intrinsic Motivation	,318	,060	,302	5,298	,000	,650	1,538
Work Life Balance	,806	,074	,707	10,872	,000	,499	2,005
Work environment	-,117	,059	-,108	-1,978	,050	,704	1,420

a. Dependent Variable: Employee Performance

Based on Table 5, it can be seen that all variables have VIF values <10 and tolerance values >0.10 . Therefore, it can be concluded that this study does not have multicollinearity and the test can be used in this research model.

Table 6. Results of the Coefficient of Determination Test Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,868 ^a	,753	,747	1,278	2,247

a. Predictors: (Constant), Work Environment, Intrinsic Motivation, Work Life Balance

b. Dependent Variable: Employee Performance

Source: Research Results Data processed 2025

Based on the test results in Table 6, the coefficient of determination (Adjusted R Square) was 0.747, or 74.7%. This value indicates that 74.7% of the variation in the dependent variable, namely employee performance, can be explained by the independent variables in this study: intrinsic motivation, work-life balance, and work environment. Meanwhile, the remaining 25.3% is explained by other factors outside this regression model.

Table 7. F Test ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	583,036	3	194,345	119,020	,000 ^b
Residual	191,046	117	1,633		
Total	774,083	120			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Environment, Intrinsic Motivation, Work Life Balance

Source: Research Results Data processed 2025

Based on the ANOVA test results in Table 7, the calculated F value was $119.020 > 2.68$ with a significance value of 0.000. Since the significance value is less than 0.05, it can be concluded that the regression model consisting of intrinsic motivation, work-life balance, and work environment variables simultaneously has a significant effect on employee performance. Thus, the regression model is suitable for further analysis.

Table 8. Multiple Linear Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	,947	1,336		,708	,480		
Intrinsic Motivation	,318	,060	,302	5,298	,000	,650	1,538
Work Life Balance	,806	,074	,707	10,872	,000	,499	2,005
Work environment	-,117	,059	-,108	-1,978	,050	,704	1,420

a. Dependent Variable: Employee Performance

Source: Research Results Data processed 2025

From the results of SPSS data processing, the regression results can be written as follows:

$$Y = 0,947 + 0,318 + 0,806 - 0,117 + \epsilon$$

Interpretation of the regression equation shows that the constant value (b₀) of 0.947 means that if Intrinsic Motivation, Work Life Balance, and Work Environment are considered constant, then employee performance is worth 0.947. The regression coefficient b₁ (0.318) shows that every one unit increase in Intrinsic Motivation increases employee performance by 0.318. The coefficient b₂ (0.806) shows that every one unit increase in Work Life Balance increases performance by 0.806. Meanwhile, b₃ (-0.117) shows that the Work Environment has a negative effect; every one unit increase in Work Environment actually decreases employee performance by 0.117, assuming other variables remain constant.

**Table 9. Partial test (T-test)
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,947	1,336		,708	,480
Intrinsic Motivation	,318	,060	,302	5,298	,000
Work Life Balance	,806	,074	,707	10,872	,000
Work environment	-,117	,059	-,108	-1,978	,050

a. Dependent Variable: Employee Performance

Source: Research Results Data processed 2025

The results of testing the independent variables against the dependent can be seen in Table 9 above, namely by looking at the t count with the t table, it can be obtained with the formula $df = 121 - 3 - 1 = 117$, then obtaining a t table value of 1.980. The Intrinsic Motivation variable (X_1) has a significance of 0.000 (< 0.05) and a t count of 5.298 (> 1.980), so that X_1 has a positive and significant effect on employee performance (H_1 is accepted). The Work Life Balance variable (X_2) also shows a significance of 0.000 (< 0.05) and a t count of 10.872 (> 1.980), so that X_2 has a positive and significant effect on employee performance (H_2 is accepted). However, the Work Environment variable (X_3) has a significance of 0.050 ($= 0.05$) and a t count of -1.978 (< 1.980), so that X_3 does not have a significant effect on employee performance (H_3 is rejected).

The Influence of Intrinsic Motivation on Employee Performance

Based on the results of data analysis, a positive regression coefficient of 0.318 was obtained with a Tcount value of 5.298 $>$ Ttable of 1.980 and a significant value of 0.000 < 0.05 . This means that the intrinsic motivation variable has a positive and significant partial effect on employee performance at Cut Nyak Dhien Langsa Hospital (H_1 is accepted). Intrinsic motivation is proven to have a significant positive effect on employee performance. Intrinsic motivation includes internal drives such as enthusiasm, a sense of responsibility, and pride in work results. When employees feel motivated from within themselves, they tend to be more focused, have initiative, and complete tasks more optimally. Therefore, the existence of intrinsic motivation is an important factor in improving overall employee performance. This is in line with research (Lestari Garnasih et al., 2024) and (Widya Elvira et al., 2023) showing that intrinsic motivation has a significant effect on employee performance.

The Influence of Work Life on Employee Performance

Based on the results of data analysis, a positive regression coefficient of 0.806 was obtained with a Tcount value of 10.872 $>$ Ttable of 1.980 and a significant value of 0.000 < 0.05 . This means that the Work Life Balance variable has a positive and significant partial effect on employee performance at Cut Nyak Dhien Langsa Hospital (H_2 is accepted). Work Life Balance is proven to have a significant positive effect on employee performance. This shows that the better the balance between work life and personal life of employees, the higher the level of performance displayed. Work life balance includes the ability of employees to divide time, energy, and attention proportionally between work and personal life such as family, rest, and social activities.

The Influence of Work Environment on Employee Performance

Based on the results of data analysis, a negative regression coefficient of -0.117 was obtained with a Tcount value of -1.978 $<$ Ttable of 1.980 and a significance value of 0.050 > 0.05 . This means that the work environment variable has a negative and partially insignificant effect on employee performance at Cut Nyak Dhien Langsa Hospital (H_3 is rejected). The work environment is proven to have a negative and insignificant effect. These results indicate that an increase in the work environment variable does not directly have a significant effect on improving employee performance. This could be caused by the possibility that employees are already accustomed to the existing work environment conditions, or there are other factors outside the work environment that more dominantly influence their performance. This is also similar to previous research (Santoso & Yustikasari, 2024) which stated that the work environment has no effect.

CONCLUSION

Based on the research results that have been described previously regarding the influence of intrinsic motivation, work life balance and work environment on the performance of employees at Cut Nyak Dhien Langsa Hospital, it can be concluded as follows: Intrinsic motivation has a positive and significant partial effect on the performance of employees at Cut Nyak Dhien Langsa Hospital. So H_1 which states that Intrinsic Motivation has an effect on employee performance. Work life balance has a positive and significant partial effect on the performance of employees at Cut Nyak Dhien Langsa Hospital. So H_2 which states that work life balance has an effect on employee performance. The work environment has a negative and insignificant partial effect on the performance of employees at Cut Nyak Dhien Langsa Hospital. So H_3 which states that the work environment does not affect employee performance.

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