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INFLUENCE OF WORK ENVIRONMENT, WORK-LIFE BALANCE, AND LEADERSHIP ON EMPLOYEE PERFORMANCE IN ISLAMIC BUSINESS PERSPECTIVE

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ABSTRACT

Penelitian ini bertujuan untuk menganalisis pengaruh lingkungan kerja, *work-life balance*, dan kepemimpinan terhadap kinerja karyawan dalam perspektif bisnis Islam. Fenomena yang melatarbelakangi penelitian ini adalah pentingnya menciptakan lingkungan kerja yang kondusif, keseimbangan antara pekerjaan dan kehidupan pribadi, serta kepemimpinan yang efektif demi meningkatkan kinerja karyawan yang sejalan dengan prinsip-prinsip perspektif bisnis Islam. Metode penelitian yang digunakan adalah pendekatan kuantitatif dengan teknik analisis regresi linear berganda dan pengambilan sampel dengan teknik sampel jenuh seluruh karyawan menjadi sampel. Data diperoleh melalui penyebaran kuesioner kepada 40 responden yang merupakan karyawan pada objek penelitian. Hasil penelitian menunjukkan bahwa secara parsial maupun simultan, variabel lingkungan kerja, *work-life balance*, dan kepemimpinan berpengaruh positif dan signifikan terhadap kinerja karyawan. Dalam perspektif bisnis Islam, ketiga faktor tersebut selaras dengan nilai-nilai seperti *ihsan* (bekerja dengan kualitas terbaik), *amanah* (tanggung jawab), dan *adl* (keadilan) yang mendorong tercapainya keberkahan dan produktivitas kerja. Kesimpulan dari penelitian ini menegaskan bahwa penerapan lingkungan kerja yang nyaman, keseimbangan hidup yang baik, serta kepemimpinan yang adil dan bijaksana bukan hanya berdampak pada peningkatan kinerja karyawan, tetapi juga pada terciptanya iklim kerja yang sesuai dengan prinsip syariah.

Keywords:

Work environment, Work-life Balance, Leadership, Employee Performance, Islamic Business Perspective

ABSTRACTS

*This study aims to analyze the influence of work environment, work-life balance, and leadership on employee performance from the perspective of an Islamic business. The underlying phenomenon is the importance of creating a conducive work environment, maintaining a balance between work and personal life, and applying effective leadership to enhance employee performance in line with the principles of Islamic business. The research employed a quantitative approach using multiple linear regression analysis and a saturated sampling technique, in which all employees were included as samples. Data were collected through questionnaires distributed to 40 respondents who are employees at the research site. The findings reveal that both partially and simultaneously, the variables of work environment, work-life balance, and leadership have a positive and significant effect on employee performance. From the perspective of Islamic business, these factors align with values such as *ihsan* (striving for the best quality of work), *amanah* (responsibility), and *adl* (justice), which foster blessings and productivity in the workplace. The conclusion emphasizes that implementing a comfortable work environment, ensuring proper work-life balance, and practicing fair and wise leadership not only improve employee performance but also contribute to establishing a work climate consistent with Sharia principles.*

A. INTRODUCTION

Human resources is the main asset that plays an important role in the success of an organization, so it requires proper management. They contribute to setting goals, creating innovations, and realizing the organization's vision. In the business world, human resources refers to individuals who work within an organization and are commonly called employees. Productivity and employee performance become one of the main determinants of the company's success in achieving the targets set. PT Penta Valent Tbk, as a drug distributor company, is faced with the challenge of maintaining productivity and quality of employee performance. One of the obstacles that often arises is creating a conducive work environment and ensuring that employees remain motivated in providing the best performance.

The balance between life in the world of work is greatly influenced by the work environment. The work environment is everything that is around employees during the performance of duties, both in physical and non-physical form, which can affect their condition while working. The work environment includes various aspects such as the work location, facilities, and equipment used during work, as well as other supporting factors such as cleanliness, lighting, tranquility, and relationships between employees in the workplace. All the facilities and infrastructure available to employees while carrying out their duties also affect the process and results of the work done (Jumani et al., 2024). The work environment in a company must receive serious attention because it has a direct impact on employee performance. A comfortable and conducive work environment can promote increased employee productivity, while an inadequate environment can decrease their performance. A work environment is considered good when it allows employees to work optimally in a healthy, safe, and comfortable atmosphere. By creating a supportive environment, employees will feel safe and comfortable, while an unfavorable work environment can lead to insecurity and discomfort (Runtu et al., 2022).

This is in line with research (Jodie Firjatullah et al., 2023), which states that the work environment has a significant positive effect on employee performance, although different results are shown by (Nabawi, 2019), who states that the work environment has no significant effect on employee performance.

In addition to environmental factors, work-life balance is also an important aspect that must be considered by every company in formulating policies. Work-life balance is a condition in which a person is able to manage the balance between the demands of work and personal life, so that physical, mental, and emotional well-being is achieved. This balance is important because it can increase productivity, job satisfaction, and retain employees in an organization. Work-life balance is not an end goal that can be achieved once, but rather an ongoing process that requires constant effort. A person needs to adjust the balance according to the changing needs and priorities that occur over time. The benefits of work-life balance are felt by both individuals and organizations. For individuals, this balance can improve productivity, job satisfaction, physical and mental health, and quality of life. Meanwhile, for organizations, work-life balance can improve employee retention, team productivity, quality of performance, and encourage innovation and creativity (Lukmiati, 2020).

Work-life balance is also related to the Sharia contained in (QS.AL-Qashash:77)

وَابْتَغِ فِيمَا آتَاكَ اللَّهُ الدَّارَ الْآخِرَةَ وَلَا تَنْسَ نَصِيبَكَ مِنَ الدُّنْيَا وَأَحْسِنْ كَمَا أَحْسَنَ اللَّهُ إِلَيْكَ وَلَا تَبْغِ الْفَسَادَ فِي الْأَرْضِ إِنَّ اللَّهَ لَا يُحِبُّ الْمُفْسِدِينَ

“Seek what Allah has given you in the hereafter, but do not forget your share in this world. Be kind to others as Allah has been kind to you, and do not cause mischief in the land. Indeed, Allah does not like the corrupters.

This verse from Surah Al-Qasas (28): verse 77 is a major pillar in the Islamic business perspective, because it regulates three crucial things: life balance with the command to seek the hereafter without forgetting the world, which confirms the need for Work-Life Balance. This verse also calls for a benevolent ethic of "being kind to others," which is very relevant to the establishment of a positive work environment and fair leadership practices. Lastly, the strict prohibition to "do no harm" becomes an ethical filter for the entire business process, ensuring that employee performance is achieved without any facade (of tyranny or loss), thus aligning with Islamic principles.

Research conducted (Arifin & Muharto, 2022) states that there is a positive and significant influence of work-life balance on employee performance. But these results are contrary to research (Sidik, 2019), which states that work-life balance has no effect on employee performance. This means that a better employee life balance will not have an impact on improving employee performance itself.

The next factor is leadership. Leadership style refers to the attitude or behavior of a leader in carrying out their leadership duties, which aims to influence the people he leads to work better to achieve the goals set in the planning. Each leader has a different leadership style because each individual has different traits, character, and conditions. Therefore, even though the leadership style used is the

same, the way each leader applies it will still be different according to the personality and situation at hand (Tampubolon, 2022). Leadership has a very important role in the company, since the leadership style applied can influence the extent to which the company manages to achieve its objectives. A leader acts not only as an object in the achievement of goals, but also as a subject or main performer. Leadership becomes a key factor in the smooth running of the organization. Thus, through the management of various resources by the leader, the performance of employees can be improved, which in turn will help the organization achieve its goals (Cortés-Denia et al., 2023).

This relates to the findings of (Mulyadi et al. (2024), which claims that employee performance is positively impacted by transformative leadership. This implies that employee performance will rise in proportion to how well transformational leadership is implemented throughout the organization. However, in contrast to (Siregar et al., 2025) claimed that employee performance is unaffected by leadership. Based on these findings, it can be said that the leadership of the Office of Bkpsdm Rokan Hilir is unable to positively influence the performance of its staff.

Employee performance at the PT Penta Valent Bandar Lampung branch increased in 2021–2023, according to the findings of researchers' interviews with branch managers. In the last 3 years, it has increased every year, but not maximally, because the PT Penta Valent company has employee performance targets with presentation weight rings at 40%. The 40% figure was obtained from several employee assessment criteria, such as quality of work, quantity of work, attitude and ethics, communication, punctuality, teamwork, and finally discipline and attendance. According to Siagian (in Yusri, 2020), there are several factors that affect the creation of a good working environment, namely workplace buildings, spacious work spaces, adequate air ventilation, the availability of places of worship, and transportation facilities. While in fact the working environment in the company is still facing some problems, among others, the work building is less comfortable with the layout of irregular spaces and inadequate facilities such as invoice storage cabinets, narrow work space without table dividers that reduce flexibility, poor air ventilation without cooling facilities in some areas, the absence of a special space of worship that makes, as well as the absence of special means of transportation for employees so that there are often delays due to limited personal vehicles and dependence on online transportation.

Work-life balance at Pt Penta Valent is still a serious problem because based on the results of observations and employee interviews it was found that high workloads, frequent overtime demands, and less flexible working hours cause employees to have difficulty dividing time between work and personal life, so many complain of fatigue, stress, reduced time with family, to often be late for work due, a phenomenon that shows that work-life balance in the company has not been achieved optimally and has the potential to negatively affect the performance and well-being of employees, according to Greenhaus & Beutell's explanation which states that work-life balance is a harmonious condition when there is no significant conflict between work and personal roles so that individuals can run both optimally, and, so the company needs to pay more attention to employee time

management by providing break rooms, flexibility, and support for healthy activities so that they can increase concentration and productivity as also emphasized (Saputra & Masdupi, 2025)

On the other hand, leadership at Pt Penta Valent also faces problems because leaders tend to focus more on achieving company targets than the physical and mental well-being of employees, rarely ask employees ' needs to complete tasks so that their development is less facilitated, and prefer to give direct instructions without involving the team in decision-making, so that employees feel less valued, whereas according to Servant Leadership Theory a good leader is one who serves, maintains the welfare of members, meets their needs, as well as helping them become more independent and insightful, as explained (Greenleaf, 2013).

Therefore, it can be concluded that the work environment, work-life balance, and leadership are the three main factors that affect the performance of PT Penta Valent employees. These factors are interrelated and contribute to either increased or decreased performance. However, there are still a number of issues that need to be addressed by the company in order to reach maximum employee performance targets, so that a comprehensive human resource, and improve the leadership style to be more participative, serve, and pay attention to the welfare of employees, with the hope that these efforts will eventually boost the company's productivity, retention, and competitiveness.

B. METHOD

This research employs a quantitative methodology. Explanatory research employing a quantitative descriptive analytic approach is the sort of study selected. The investigation of the cause-and-effect relationship between the dependent variable (employee performance) and the independent factors (work environment, work-life balance, and leadership) is the main emphasis of this study. The methodical scientific study of components and events, as well as the causal connections between them, is known as quantitative research.

Research time involves several processes, namely, the preparation and preparation of instruments. This stage includes the preparation of the research design, making questionnaires, and obtaining official permits from PT Penta Valent Bandar Lampung Branch. Data collection: Data were collected through survey activities and direct interviews with employees of the PT Penta Valent Bandar Lampung branch to obtain relevant and in-depth information. Data collection techniques are questionnaires (Questionnaire) and interviews (Interview). The population in this study is all employees of PT Penta Valent Bandar Lampung branch amounted to 40 employees. In this study, because the population is relatively small, which is only 40 people, then all members of the population were used as a sample (Sugiyono, 2018). With that, the sample in this study is employees of PT Penta Valent Bandar Lampung branch, who amounted to as many as 40 employees.

C. RESULT AND DISCUSSION

1. Validity Test

The ability of a measuring device to gauge its size is known as the validity test. If the R count value is higher than the R table, the questionnaire validity test can be deemed legitimate. The results of the validity test are computed in the following table:

Table 1
Validity Test

Variable	Indicator	R Count	R Table	Description
Working Environment	LK1	0,813	0,3044	Valid
	LK2	0,920	0,3044	Valid
	LK3	0,767	0,3044	Valid
	LK4	0,896	0,3044	Valid
	LK5	0,736	0,3044	Valid
	LK6	0,821	0,3044	Valid
	LK7	0,444	0,3044	Valid
Work-life Balance	WLB1	0,837	0,3044	Valid
	WLB2	0,844	0,3044	Valid
	WLB3	0,808	0,3044	Valid
Leadership	KP1	0,854	0,3044	Valid
	KP2	0,914	0,3044	Valid
	KP3	0,858	0,3044	Valid
	KP4	0,901	0,3044	Valid
	KP5	0,721	0,3044	Valid
Employee Performance	KN1	0,650	0,3044	Valid
	KN2	0,695	0,3044	Valid
	KN3	0,708	0,3044	Valid
	KN4	0,689	0,3044	Valid
	KN5	0,679	0,3044	Valid

Data source: processed SPSS output, 2025

Four variables that are being studied are displayed in Table 1 above. There are twenty statements in all for the four variables under study. The collected data can be deemed genuine since every item statement on every variable, both independent and dependent, had a value of R count larger than R table 0.3044.

2. Reliability Test

This study used SPSS software version 31 for a reliability test. A variable is considered reliable according to the Cronbach Alpha reliability test if its Cronbach alpha value is greater than 0.60. The reliability test results are computed in the following table:

Table 2
Reliability Test

Variable	Cronbach's Alpha	Results	Description
	Standar		
Working Environment	0,6	0,881	Reliabel
<i>Work-life Balance</i>	0,6	0,771	Reliabel
Leadership	0,6	0,900	Highly Reliable
Employee Performance	0,6	0,714	Reliabel

Data source: processed SPSS output, 2025

It is evident from the above table's explanation that every variable has a Cronbach's Alpha >0.60 . Therefore, it may be concluded that the variables (work environment, work-life balance, leadership, and performance) are dependable.

3. Classical Assumption Test

The purpose of this test is to determine whether or not the data used deviates from traditional assumptions. Three tests are utilized in the assumption test: the multicollinearity test, the heteroscedasticity test, and the normalcy test. These are the outcomes of the three tests that were conducted:

a. Normality Test

The purpose of the normality test is to ascertain if the residual or disruptive variables in the regression model have a normal distribution. The data is normally distributed if the Kolmogorov Smirnov Sig value in the test table of normality is greater than 0.05. The results of the normalcy test are computed in the following table:

Table 3
Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		40
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.95934582
Most Extreme Differences	Absolute	.109
	Positive	.096
	Negative	-.109
Test Statistic		.109
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Data source: processed SPSS output, 2025

The Kolomorov-Smirnov test in Table 3 demonstrates that the residual data obtained have a normal distribution. According to the output, the Kolmogorov-Smirnov significant value is $0.200 > 0.05$. As a result, the regression model has satisfied the normality condition and the residual data is normally distributed.

b. Multicollinearity Test

The multicollinearity test seeks to determine whether a correlation between independent variables was discovered by the regression model. The value of the Variance Inflation Factor (VIF) can be used to ascertain whether multicollinearity exists in the regression model. Multicollinearity is absent if the tolerance value is more than 0.1 and the VIF is less than 10. The results of the multicollinearity test are computed in the following table:

Table 4
Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Working Environment	.755	1.324
2	Work Life Balance	.701	1.426
3	Leadership	.814	1.229

Data source: processed SPSS output, 2025

It may be concluded that the data does not exhibit multicollinearity because the results of Table 4 above demonstrate that the work environment,

work-life balance, and leadership have tolerance values >0.1 and VIF values <10.

c. Heteroscedasticity Test

The purpose of heteroscedasticity testing is to ascertain whether the residual variance in the regression model varies between data. When making decisions, it can be determined that the regression model does not contain heteroscedasticity if the significant value of the glacier test is higher than $\alpha = 5\%$. The results of the heteroscedasticity test are computed in the following table:

**Table 5
Heteroscedasticity Test**

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.942	1.421		2.071	.046
Working Environment	-.004	.045	-.015	-.080	.937
Work Life Balance	.035	.109	.061	.319	.751
Leadership	-.089	.057	-.278	-1.558	.128

Data source: processed SPSS output, 2025

All independent factors are not significant to the absolute value of the regression residual, according to Table 5 above, as the heteroscedasticity test of the three variables has a sig value >0.05. This demonstrates that there are no signs of heteroskedasticity in the regression model that was created.

4. Multiple Linear Regression Test

The impact of work environment, work-life balance, and leadership on employee performance is examined in this study using multiple linear regression analysis. The multiple linear regression equation can be stated in the following generic form:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta \dots X \dots + e_t$$

The following table calculation of multiple linear regression test results:

Table 6 Multiple Linear Regression Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.940	2.259		.859	.396
	Working Environment	.205	.071	.324	2.892	.006
	Work Life Balance	.453	.173	.304	2.619	.013
	Leadership	.353	.090	.421	3.909	.000

Data source: processed SPSS output, 2025

The following equation results from the relationship between leadership, work-life balance, and the work environment and employee performance:

$$Y = 1.940 + 0,205LK + 0,453 WLB + 0,353 KP + e$$

The regression equation can be explained:

- The dependent variable's value will rise by 0.205 for every unit increase in the workplace, providing all other variables stay the same, according to the positive coefficient value of 0.205. A significant effect is indicated by a significance value of $0.006 < 0.05$. This suggests that the dependent variable's value increases with the quality of the workplace.
- A positive coefficient of 0.453 indicates that, assuming other factors stay the same, an increase of 1 unit in the work-life balance will result in a 0.453 rise in the dependent variable's value. A substantial effect is shown by a significance value of $0.013 < 0.05$. This suggests that maintaining a healthy work-life balance favorably influences the dependent variable's rise.
- If other factors stay the same, a positive coefficient of 0.353 means that for every unit increase in leadership, the dependent variable's value will rise by 0.353. A substantial effect is indicated by a significance value of $0.000 < 0.05$. In other words, a strong leadership style significantly enhances the dependent variable.

5. Hypothesis Test

This exam is intended to assess the impact of leadership, work-life balance, and the workplace on employee performance. This test takes three forms: the partial test (t), the simultaneous test (F), and the determinant coefficient (R²).

a. Coefficient Of Determination Test (R²)

The model's ability to explain the fluctuations in the dependent variable is evaluated using the coefficient of determination test (R²). The Adjusted R Square shows the value of R², which ranges from > 0 to ≤ 1. The better the model can explain the data, the closer the number is to 1; the opposite is true for numbers that are far from 1. The results of the coefficient of determination test are computed in the following table:

**Table 7:
Coefficient Of Determination**

Model Summary				
Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.812 ^a	.660	.631	2.039

Data source: processed SPSS output, 2025

A calculated coefficient of determination (adjusted) of 0.631 was achieved based on Table 7. This indicates that 63.1 percent of the dependent variable's variability can be accounted for by the independent variable, with the remaining 36.9 percent being explained by factors outside the regression model.

b. Simultaneous regression coefficient test (F test)

Regression models' viability is assessed using the F test, which determines if the independent variable can substantially explain the dependent variable. This test employs the condition that the model is deemed suitable for use as a test model in the study if the significance value is less than 0.05. On the other hand, the model is deemed unsuitable for usage if the significance value is more than 0.05.

The results of the F test can be seen in the following tables:

**Table 8
Simultaneous Regression Coefficient Test**

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	290.178	3	96.726	23.257	.000 ^b
	Residual	149.722	36	4.159		
	Total	439.900	39			

Data source: processed SPSS output, 2025

According to Table 8, the test yielded a significance value of 0.000 and a F value of 23.257 > F table 2.866. The work environment, work-life balance, and leadership all have a substantial impact on employee performance at the same time because the significance is smaller than 0.05 (<0.05).

c. Partial Test (t-test)

In essence, the goal is to determine whether a single independent variable has a partial impact on the dependent variable. The formula $df = n - k - 1 = 40 - 3 - 1 = 36$, where n is the number of respondents and k is the number of independent variables (independent) with the error rate ($\alpha = 0.05$), yields a ttable value of 1.689 ($\alpha = 0.05$ df = 40-4) ($\alpha = 0.05$: 36). Partial test results are computed in the following table:

Table 9
Partial Test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.940	2.259		.859	.396
Working Environment	.205	.071	.324	2.892	.006
Work Life Balance	.453	.173	.304	2.619	.013
Leadership	.353	.090	.421	3.909	.000

Data source: processed SPSS output, 2025

Based on the test results in Table 9 can be concluded as follows.

- a. Employee performance (Y) is impacted by the workplace (X1). The work environment factors (X1) individually (partially) significantly affect employee performance (Y) since the t-table in the work environment (X1) is 1,689 and the t-count is 2,892. The comparison of the t-count and T-table yields findings of 2,892>1,688 with a significant value of 0.006<0.05.
- b. Work-life balance's (X2) impact on workers' performance (Y). The t-table on price (X2) is 1,688, and the t-count is 2,619. When the t-count and t-table are compared, the results are 2,619>1,689, with a significant value of 0.013<0.05, indicating that the variable work-life balance (X2) has an individual (partial) significant effect on employee performance (Y).
- c. The effect of work-life balance (X2) on employees' performance (Y). Price (X2) has a t-table of 1,688 and a t-count of 2,619. The variable work-life balance (X2) has an individual (partial) significant effect on employee

performance (Y), according to the findings of the t-count and t-table comparison, which are $2,619 > 1,689$ with a significant value of $0.013 < 0.05$.

Discussion

1. Work Environment Has A Significant Positive Effect On Employee Performance

The collected work environment variables have an impact on employee performance, according to the t-test results. According to the T test, the work environment variable has a calculated value of $2,892 > t\text{-table } 1,688$ and a significance value of $0,006 < 0.05$, meaning that H_a is accepted and H_o is rejected. This indicates that the work environment significantly and favorably affects the performance of PT Penta Valent Bandar Lampung branch employees. This means that the better the working environment conditions at PT Penta Valent, the employee performance tends to increase. A conducive work environment helps employees focus more, reduce fatigue, and minimize distractions, so that productivity can be achieved optimally. According to Robbins (in Soelistya et al., 2021), the environment is the institutions or outside forces that have the potential to affect organizational performance. This study supports previous findings by (Gultom et al. 2021) in a study entitled "The Influence of the work environment on employee performance. The results of this study provide a conclusion that the work environment has a significant influence on the performance of employees at PT. Bank Syariah Mandiri Sub-Branch Office Kampung Pajak Kabupaten Labuhan batu Utara. Reinforced by another study by (Fitri Rahmadani & Alexander Sampeliling, 2023) entitled "The Influence of the work environment and job satisfaction on employee performance". The results of this study provide a conclusion that the work environment has a positive and significant relationship to employee performance, so companies really need to play a role in regulating the work environment so that employee performance goes according to the proper target. Although the work environment is not a party that directly carries out the work process within the company, its existence still has a real influence on the employees who carry out the work.

2. Work-life Balance has a significant positive effect on employee performance

Employee performance is impacted by the variable work-life balance, according to the t-test results. According to the T test, the work-life balance variable has a t-count value of $2,619 > t\text{-table } 1,688$ and a significance value of $0,013 < 0.05$, meaning that H_a is accepted and H_o is rejected. This indicates that work-life balance significantly and favorably affects the performance of PT Penta Valent Bandar Lampung branch employees. The t-test results show that the variable work-life balance has an effect on employee performance. The T test indicates that H_a is accepted and H_o is rejected for the work-life balance variable, with a t-count value of $2,619 > t\text{-table } 1,688$ and a significance value of $0,013 < 0.05$. This suggests that PT Penta Valent Bandar Lampung branch employees' performance is positively and significantly impacted by work-life balance. This study supports previous findings by (Nurlaila et al. 2024) in a

study entitled "The effect of compensation and Work-life Balance on employee performance". The results of this study provide a conclusion that work-life balance has a positive and significant effect on the performance of employees of the Department of Environment Bobong. The findings of the t-test show that the variable work-life balance has an effect on employee performance. For the work-life balance variable, the T test indicates that H_a is accepted and H_o is rejected with a t-count value of $2,619 > t\text{-table } 1,688$ and a significance value of $0,013 < 0,05$. This suggests that PT Penta Valent Bandar Lampung branch employees' performance is positively and significantly impacted by work-life balance.

3. Leadership Has A Significant Positive Effect On Employee Performance

Employee performance is impacted by leadership factors, according to the t-test results. According to the t-test, the leadership variable has a t-count value of $3,909 > t\text{-table } 1,688$ and a significance value of $0,000 < 0,05$, meaning that H_a is accepted and H_o is rejected. This indicates that leadership significantly and favorably affects the performance of PT Penta Valent Bandar Lampung branch employees. This implies that employee performance will rise in proportion to the level of leadership used at PT Penta Valent. In order to achieve business objectives more effectively, effective leaders can foster a positive work atmosphere, foster trust, and help each individual reach their full potential. Gary (in Nurhalim et al., 2023) claims that leadership is a process of respecting others by fostering knowledge and consensus on what needs to be done and how to accomplish it successfully, while supporting both individual and collective efforts in reaching important objectives. This study supports previous findings by (Yapentra, 2021) in a study entitled "The Influence of leadership on employee performance at Pasang Baru Division of PT. Telkom Akses Pekanbaru. The results of this study stated that leadership has a significant effect on employee performance at pasang baru division of PT. New Access Point. Reinforced other research by (Prastyorini et al., 2024) entitled "The Influence of leadership on employee performance through employee job satisfaction of PT Anugerah Tirta Samudra". The results of this study provide a conclusion that leadership has a significant positive effect on employee satisfaction at PT. Anugerah Tirta Samudra (Artamuda).

4. Work environment, Work-life Balance, and leadership simultaneously significantly affect employee performance

An R-squared value of 0.660 was obtained when the work environment, work-life balance, and leadership were tested concurrently on employee performance. This indicates that these three factors may account for 66% of the variation in employee performance. These findings demonstrate that the three independent variables collectively have a significant impact on raising employee performance, making the management of a favorable workplace, striking a balance between work and personal life, and effective leadership crucial factors for the organization to take into account. This study is reinforced by previous research by Nadapdap & Harahap, (2023) with the title "The Effect

of Work-life Balance and Work Environment on Employee Performance. The results of the study work-life balance and work environment simultaneously affect employee performance. And reinforced other research by (Putra & Pasaribu, 2022) with the title "The Influence of leadership style and work environment on employee performance at PT. Spear Niagasakti". The results of the study leadership style and work environment simultaneously affect employee performance.

5. Employee performance of Pt Penta Valent Bandar Lampung branch in Islamic Business Perspective

The implementation of Islamic business principles in PT Penta Valent is a real embodiment of the spirit of Surah At-Taubah verse 105, which emphasizes that every work is a form of testimony before God, the Prophet, and fellow believers. By adopting this verse as an operational foundation, the company shifts the work paradigm from a mere professional routine to a form of deep spiritual accountability.

وَقُلْ اَعْمَلُوا فَسَيَرَى اللّٰهُ عَمَلَكُمْ وَرَسُولُهُ وَالْمُؤْمِنُونَ وَسَتُرَدُّونَ اِلٰى عِلْمِ الْغَيْبِ وَالشَّهَادَةِ فَيُنَبِّئُكُمْ بِمَا كُنْتُمْ تَعْمَلُونَ ﴿١٠٥﴾

Say, " work, and Allah and His Messenger and the believers will see your work, and you will be returned to the knower of the unseen and The seen, and he will inform you of what you used to do." (Q.S. At-Taubah (105))

PT Penta Valent views performance as not just an instrument of profit achievement, but a manifestation of the value of niyyah (intention) and Islamic work ethic. Any operational activity begins with the intention of worship, where professionalism in distributing health products is understood as a moral responsibility to the creator. By upholding the trustful and honest nature of complying with the Standard Operating Procedure (SOP), the company ensures that every business process is carried out with high standards of integrity, so that every sweat issued by employees is worth the reward as well as productivity.

The principles of Justice (al-adl) and maslahah (expediency) are the main pillars in the company's interaction with all stakeholders. PT Penta Valent applies justice through a transparent wage system and equal treatment to all partners regardless of economic background. In terms of benefits, the company's focus on the distribution of pharmaceutical products through Cold Chain and CDOB standards is a real effort to maintain the benefit of the people. This ensures that the medicines that reach the hands of consumers remain in a safe and effective condition, so that the business objectives are aligned with the objectives of Sharia (Maqasid al-Shari'ah) in safeguarding the soul.

Finally, the responsibility aspect at PT Penta Valent is realized through transparency and compliance with applicable regulations as a form of public accountability. Through the issuance of Sustainability reports and official certification from BPOM, the company proves that financial success must go hand in hand with social and environmental responsibility. This practice shows

that Islamic business demands a balance between success in this world and safety in the hereafter, where companies act as entities that have a positive impact on civilization and the surrounding environment.

D. CONCLUSION

Based on the results of the study, it was found that partially, the variables of work environment, Work-life Balance, and Leadership each have a t-count value greater than the T-table, so the hypothesis was accepted with the conclusion that the three variables have a positive and significant effect on employee performance. Simultaneously, the three variables were also shown to have a significant influence on employee performance with a coefficient value of 0.63. The success of this performance at Pt Penta Valent is in line with the application of Islamic business principles, where success is not only measured financially, but also through the implementation of niyyah values, an Islamic work ethic that upholds discipline and trust, and the principle of Justice (al-adl) in wages and services. In addition, the company also puts forward aspects of the problem through the provision of safe pharmaceutical products in accordance with CDOB standards, as well as carrying out social responsibility transparently through sustainability reports and compliance with BPOM regulations to ensure quality and distribution security for the wider community.

The implications of this study indicate that improving the quality of the work environment, work-life balance, and effective leadership style can significantly encourage employee performance optimization that is in line with Islamic business values at PT Penta Valent. In practical terms, the company is expected to continue to maintain the application of the Islamic work ethic and the principle of justice to maintain employee motivation and loyalty in the long term. The suggestion for further research is to be able to expand the scope of the sample and add other moderating or mediating variables, such as organizational culture or job satisfaction, in order to obtain a more comprehensive picture. In addition, future research may also use qualitative or mixed-methods methods to explore more deeply how specific Sharia values influence work behavior in the tightly regulated pharmaceutical distribution sector.

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