ABSTRAK

Penelitian ini dilatarbelakangi oleh pentingnya peningkatan kinerja pegawai pada Kantor Imigrasi Jember dalam menghadapi tuntutan pelayanan publik yang semakin kompleks. Meskipun organisasi telah berupaya meningkatkan kualitas sumber daya manusia, masih terdapat tantangan dalam menciptakan lingkungan kerja yang aman secara psikologis, menjaga keseimbangan kehidupan kerja, memperkuat budaya berbagi pengetahuan, serta membangun komitmen organisasi. Penelitian ini bertujuan menganalisis pengaruh *Psychological Safety*, *Work-Life Balance*, dan *Knowledge Sharing* terhadap Kinerja Pegawai melalui *Organizational Commitment*. Penelitian menggunakan pendekatan kuantitatif dengan desain eksplanatori. Sampel penelitian berjumlah 200 pegawai Kantor Imigrasi Jember yang dipilih menggunakan teknik purposive sampling. Analisis data dilakukan menggunakan *Structural Equation Modeling–Partial Least Squares* berbantuan SmartPLS 4. Hasil penelitian menunjukkan bahwa *Psychological Safety* dan *Knowledge Sharing* tidak berpengaruh signifikan terhadap Kinerja Pegawai, namun keduanya berpengaruh positif terhadap *Organizational Commitment*. *Work-Life Balance* berpengaruh positif dan signifikan terhadap Kinerja Pegawai maupun *Organizational Commitment*. Selain itu, *Organizational Commitment* berpengaruh positif terhadap Kinerja Pegawai serta memediasi secara penuh pengaruh *Psychological Safety* dan *Knowledge Sharing*, serta memediasi secara parsial pengaruh *Work-Life Balance* terhadap Kinerja Pegawai. Implikasi penelitian menunjukkan bahwa peningkatan kinerja pegawai memerlukan penguatan komitmen organisasi melalui penciptaan lingkungan kerja yang aman, keseimbangan kehidupan kerja, serta budaya berbagi pengetahuan yang berkelanjutan.

Kata Kunci: *Psychological Safety*, *Work-Life Balance*, *Knowledge Sharing*, *Organizational Commitment*, Kinerja Pegawai.

ABSTRACT

This study was motivated by the importance of improving employee performance at the Jember Immigration Office amid increasingly complex public service demands. Although the organization has implemented various human resource development initiatives, challenges remain in creating psychological safety, maintaining work-life balance, strengthening knowledge-sharing practices, and fostering organizational commitment among employees. This study aims to analyze the effects of Psychological Safety, Work-Life Balance, and Knowledge Sharing on Employee Performance through Organizational Commitment. The research employed a quantitative approach with an explanatory research design. The sample consisted of 200 employees of the Jember Immigration Office selected using purposive sampling. Data were analyzed using Structural Equation Modeling–Partial Least Squares with SmartPLS 4. The findings reveal that Psychological Safety and Knowledge Sharing do not significantly influence Employee Performance directly, but both positively affect Organizational Commitment. Work-Life Balance has a positive and significant effect on both Employee Performance and Organizational Commitment. Furthermore, Organizational Commitment positively influences Employee Performance and fully mediates the relationships between Psychological Safety and Employee Performance as well as between Knowledge Sharing and Employee Performance, while partially mediating the effect of Work-Life Balance on Employee Performance. The study implies that sustainable employee performance improvement requires strengthening organizational commitment by fostering psychological safety, promoting work-life balance, and encouraging continuous knowledge-sharing practices within the organization.

Keywords: *Psychological Safety, Work-Life Balance, Knowledge Sharing, Organizational Commitment, Employee Performance.*