

## EFFECT OF WORK-LIFE BALANCE ON EMPLOYEE PERFORMANCE MEDIATED BY JOB SATISFACTION

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### *Abstract*

*In order to increase job satisfaction and employee performance, something called work-life balance is needed. Work-Life Balance is an individual's ability to balance work and personal life. This research aims to determine the effect of work-life balance on employee performance with job satisfaction as a mediating variable. The population and sample in this study were private employees spread across Indonesia who were obtained using a probability sampling technique: simple random which was successfully obtained as many as 150 respondents, the analysis technique used Smart PLS. The research results show that work-life balance influences employee performance and job satisfaction, job satisfaction influences employee performance, and job satisfaction is able to mediate work-life balance on employee performance.*

**Keywords:** *Work-Life Balance, Employee Performance, Job Satisfaction*

### 1. INTRODUCTION

Human Resources is an important aspect for the company. Human Resources are assets in an organization that are required to be able to produce added value, are rare, difficult to imitate, cannot be replaced by other resources, and can create value (Fransiska & Maksum, 2023). In this case, companies must not just make demands but must consider and pay attention to all factors that influence the quality of Human Resources, one of which is the influence between personal life and work life which must be balanced or usually known as work life balance. Work life balance is about how employees are able to balance the demands of work and other demands, balance the demands of work and other personal lives. So that someone who is able to achieve work life balance can carry out their work and personal needs in harmony, and will not influence aspects outside their work (Sari et al., 2023).

Employees of an organization who are filled with feelings of dissatisfaction with their work will have a negative effect on the organization so that it can indirectly harm the organization. The real thing that is felt about these losses is the decline in work morale and the lack of smooth organizational services in internal and external services. Losses or bad things that might happen can be caused by low job satisfaction felt by employees, but this can be overcome by implementing work-life balance. Work-Life Balance is an individual's ability to balance work and personal life (Safitri & Soleh, 2022).

A person who implements a good work-life balance will have minimal stress, have high work motivation, and have good relationships with co-workers. Work-Life Balance or work-life balance is a person's ability to balance work demands with personal or family needs (Saifullah,

2020). Work-Life Balance is about creating and maintaining supportive working conditions for employees, which will allow employees to have a balance between work and personal responsibilities. (Parkes & Langford, 2008) stated that the more time employees spend at work can result in an imbalance in controlling employees' lives outside of work so that it can affect the level of work productivity which can affect job satisfaction. Everyone needs work-life balance, if the balance is not met it will have an impact on reducing employee productivity.

Several previous studies have shown that Work-Life Balance influences employee performance (Muliawati & Frianto, 2020) found that there is an influence of Work-Life Balance and job satisfaction on employee performance. This proves that if the quality of work life felt by employees is good, it will increase job satisfaction and employee performance. However, there are different research results found by (Endeka et al., 2020) which states that there is no significant influence between Work-Life Balance on employee job satisfaction and employee performance.

Job satisfaction is an important thing for every employee in completing their work, with high job satisfaction it can influence the results of an employee's work and the company's goals can be achieved well. Job satisfaction is one of the benchmarks or points of view of an employee towards their respective jobs which is an employee's emotional state that is pleasant or unpleasant because the level of satisfaction of each employee is different (Putri & Mujiati, 2023). In this case, job satisfaction is important because it is a measure of employee feelings at work and within the company, so the company must pay more attention to it.

In order to increase job satisfaction and employee performance, something called work-life balance is needed. (Pangemanan et al., 2017) revealed that work-life balance is an illustration of every individual being able to balance their personal life and work life. This statement was confirmed in the studies conducted (Sjahrudin et al., 2022) states that someone will be happy at work if there is a good work balance. So for this reason, job satisfaction acts as a mediating variable in this research. Job satisfaction is an employee's positive feelings towards his work. Where a positive feeling towards the work done will give rise to an emotional attitude that tends to be stable, so that a feeling of satisfaction will emerge. Meanwhile, job satisfaction is an important factor in obtaining optimal work results. When an employee feels satisfied while working, then the employee's performance can be improved and the results of his work will be in accordance with the company's wishes. Performance is defined as the result of a person's efforts achieved with abilities and actions in certain circumstances (Yousef, 2017).

Based on the explanation that the researcher has presented above, the researcher will examine it more deeply under the title effect of work-life balance on employee performance mediated by job satisfaction.

## **2. LITERATURE REVIEW**

### **Work-Life Balance**

There are several definitions put forward by figures regarding work-life balance. (Parkes & Langford, 2008) states that work-life balance is an individual's capability to carry out responsibilities in carrying out their personal life and work life, as well as being committed to activities outside of work and other activities. (Lockwood, 2003) revealed that life balance is a

condition of balance between two conditions, namely that work life and personal life are equal. Employees assume that life balance is a must at work and are also responsible for their families. Meanwhile, companies assume that life balance is a challenge in order to build a contributive culture in the company where employees are consistent in their work responsibilities and responsibilities outside the work environment.

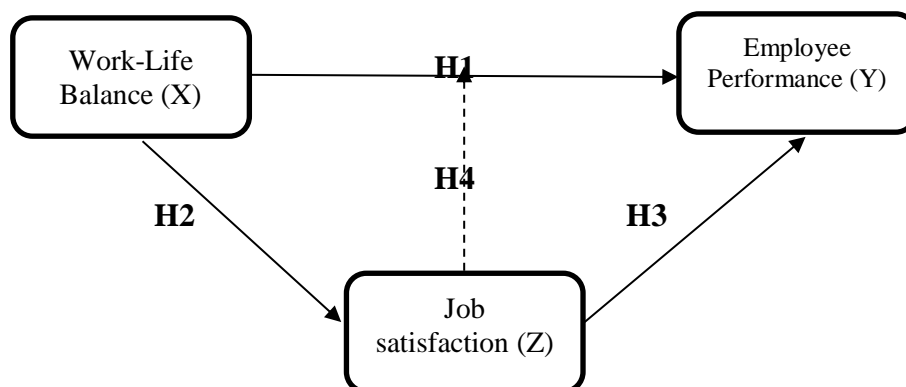
### Job satisfaction

According to (Robbins et al., 2018) job satisfaction is a positive feeling about a job which is manifested from a broad and clear personal evaluation. Carrying out work requires interaction between superiors and co-workers, being orderly with company rules and policies that have been implemented, meeting performance standards, and the like (Gibson, 2000). Employees assess that their satisfaction with work is a complex sum of many different aspects. According to Kaswan (2017) job satisfaction is an employee's opinion about the good or bad of various aspects of their work. (Danang, 2013) stated that job satisfaction is a human's feelings towards his or her duties. Job satisfaction is an emotional attitude that is pleasant and loves one's job, this attitude is reflected in work morale, discipline and work performance (Hasibuan, 2003).

### Employee performance

Performance is the output that can be achieved by a person or group of people in a company in accordance with their respective job descriptions in an effort to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics. Employee performance has an influence on how much they contribute to the company. Performance assessment factors describe the required degree of performance, which is a performance comparison (benchmark), with measurement indicators, easy to understand and clear, and also useful for employees and the company. (Robbins, 2006) states that performance is an assessment of the results of individual performance to create results that meet expectations. (Mangkunegara, 2017) defines performance as the output that has been achieved both in terms of quality and quantity in carrying out work.

**Figure 1 Conceptual Framework**



*Source: Data processed by researchers in 2023*

### 3. RESEARCH METHODS

This research uses a quantitative approach which aims to determine the effect of work-life balance on employee performance with job satisfaction as a mediating variable. The population and sample in this study were private employees spread across Indonesia who were obtained using a probability sampling technique: simple random which succeeded in obtaining 150 respondents in this study. The data sources are primary and secondary data, the primary data is by distributing questionnaires which are collected through structured questions about research variables. Meanwhile, secondary data is data obtained through public reports and previous research journals. And the analysis technique uses Smart PLS.

### 4. RESULTS AND DISCUSSION

#### Evaluation of the Measurement Model or Outer Model

To estimate variable indicators that reflect structure, an estimation measurement model is needed. Model evaluation can be done by testing convergent validity, discriminant validity and combined reliability. The following are the results of the measurement model.

Convergent validity is a test that shows the relationship between reflective elements and latent variables. An indicator is considered adequate if it contains an indicator value of 0.5–0.7 for each construct which is quite large (Ghozali, 2014). The table below shows the load factor values.

**Table 1. Convergent Validity Test Results**

Variable	Loading Factor	Information
Work-Life Balance (X)	0.844	Valid
	0.824	Valid
	0.791	Valid
	0.803	Valid
	0.829	Valid
	0.721	Valid
	0.833	Valid
	0.803	Valid
Job Satisfaction (Z)	0.903	Valid
	0.876	Valid
	0.823	Valid
	0.891	Valid
	0.870	Valid
	0.779	Valid
	0.803	Valid
	0.788	Valid
Employee Performance (Y)	0.833	Valid
	0.856	Valid
	0.791	Valid
	0.835	Valid

	0.776	Valid
	0.823	Valid
	0.880	Valid
	0.820	Valid
	0.825	Valid
	0.757	Valid

*Source: Data processed by researchers, 2023*

Table 1 shows the loading factor value resulting from each indicator variable above 0.70. Thus, the indicator is considered a valid measure of the latent variable.

Composite Reliability is used to test the reliability of indicators based on their structural elements. A variable is said to be good if the combined confidence value is greater than 0.7 and the recommended Cronbach's alpha is  $> 0.6$  (Ghozali, 2016). The following is the significance of composite reliability and Cronbach's alpha value in the table below.

**Table 2 Results of Composite Reliability and Cronbach's Alpha**

Variable	Composite Reliability	Cronbach's Alpha	Information
Work-Life Balance	0.823	0.830	Reliable
Job Satisfaction	0.835	0.849	Reliable
Employee Performance	0.840	0.857	Reliable

*Source: Data processed by researchers, 2023*

Table 2 shows the Composite Reliability value of the latent variable is more than 0.7 while the Cronbach's alpha value of the latent variable shows a value greater than 0.6 so that all variables show good reliability

### **Evaluation Structure Model (Inner Model)**

Testing the structural model (inner model) helps determine the relationship between the significant value of the construct and the R-square research model. The structural model is estimated using R-square for each independent or dependent latent variable. The results of R-Square testing with SmartPLS are shown in the table below.

**Table 3 R Square**

	R-square	R-square Adjusted
Employee Performance	0.805	0.821

*Source: Researcher data in 2023*

The R-Square results in table 3 give a value of 0.805, meaning that 80.5% of employee performance variables are influenced by work-life balance and job satisfaction, while the remaining 19.5% is influenced by variables other than this research model. This means that there are still other variables that influence employee performance.

### Hypothesis Test Results

To test the hypothesis presented, t-statistics and p-values are needed. The hypothesis is accepted if the p-value  $< 0.05$ . The basis for direct hypothesis testing is the return contained in the coefficient or value of the output path and indirect effects. Structural model testing is used to explain the relationship between variables.

**Table 4 Path Coefficient Results**

Variable	Original Sample (O)	Samples Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P value	Note
X-Y	0.203	0.067	0.224	2.876	0.001	Accepted
X-Z	0.205	0.078	0.321	2.655	0.000	Accepted
Z-Y	0.194	0.620	0.391	2.409	0.002	Accepted
X-Z-Y	0.234	0.566	0.249	2.412	0.000	Accepted

*Source: Data processed by researchers, 2023*

Table 4 shows that H1 work-life balance influences employee performance with a t-statistic value of  $2.876 > 1.96$  and a p-value of  $0.001 < 0.05$ . H2 work-life balance influences job satisfaction with a t-statistic value of  $2.655 > 1.96$  and a p-value of  $0.000 < 0.05$ . and H3 job satisfaction influences employee performance with a t-statistic value of  $2.409 > 1.96$  and a p-value of  $0.002 < 0.05$ . H4 job satisfaction is able to mediate work-life balance on employee performance with a t-statistic value of  $2.412 > 1.96$  and a p-value of  $0.000 < 0.05$ .

## DISCUSSION

### H1: Work-Life Balance Influences Employee Performance

The results of the analysis show that work-life balance influences employee performance. This can be explained by the fact that employees maintain a better work-life balance, the level of performance will also increase. This means that employees have maintained a good balance between work life and family life. With this, employees can still do the work expected of them at work. The results of this research are in line with previous research conducted by (Angin & Saragih, 2021; Arifin & Muharto, 2022; Muliawati & Frianto, 2020; Saifullah, 2020; Turangan et al., 2022), which found that work-life balance influences employee performance.

### H2: Work-Life Balance Influences Job Satisfaction

The results of the analysis show that work-life balance influences job satisfaction. These results prove that Work-Life Balance has an important influence on increasing job satisfaction. Work-Life Balance generally provides knowledge about things that lead to job satisfaction so that work-life conflicts can be avoided, namely communication, division of work, free time available, and others. Work-Life Balance is a design created to increase employee morale and productivity towards the company and avoid retention, work stress, lack of productivity and low morale, which can increase employee job satisfaction. The results of this research are in line with

previous research conducted by (Ganapath, 2023; Pangemanan et al., 2017; Rondonuwu et al., 2018; Shabrina & Ratnaningsih, 2019), who found that work-life balance influences job satisfaction.

### **H3: Job Satisfaction Influences Employee Performance**

The results of the analysis show that job satisfaction influences employee performance. It can be interpreted that when employees feel satisfied with the results achieved, this will lead to increased employee performance. This means that employees are able to carry out their duties well. With these indicators, it can be seen that employees understand their roles and responsibilities according to the job description given by their superiors. The results of this research are in line with previous research conducted by (Desi Indrawati, 2018; Rosmaini & Tanjung, 2019; Susanto, 2019), which found that job satisfaction influences employee performance.

### **H4: Job Satisfaction Can Mediate Worklife Balance on Employee Performance**

The results of the analysis show that job satisfaction is able to mediate work-life balance on employee performance. This means that when employees are able to balance their work with their personal lives, they will not necessarily improve their performance in carrying out the tasks they have been given, but with the appreciation they have received in carrying out the tasks they have been given so far, then the rewards will be in line with what is expected and in accordance with what has been done, and being able to achieve the achievements they have dreamed of, this will make employees feel satisfied working and contributing to the company. and with the satisfaction obtained by employees, this will increase employee performance in carrying out each job that has been given. The results of this research are in line with previous research conducted by (Herlambang & Murniningsih, 2019; Putri & Mujiati, 2023; Safitri & Soleh, 2022; Sjahrudin et al., 2022), which found that job satisfaction was able to mediate work-life balance on employee performance.

## **5. CONCLUSION**

Based on the results of the analysis, it shows that work-life balance influences employee performance and job satisfaction, job satisfaction influences employee performance, and job satisfaction is able to mediate work-life balance on employee performance. Referring to the data analysis and explanation above, it is understood that work balance is an important factor in supporting high employee work performance, with good work balance employees can complete work on time, so that organizational goals can be carried out well. This research only involves one independent variable, namely one dependent variable and one mediating variable, therefore it is recommended to expand this research to include more independent variables and add new mediating variables.

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