

Effect of Work-Life Balance on Employee Performance Mediated by Job Satisfaction

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ABSTRACT

Study this objective to determine the effect of work-life balance on employee performance mediated by job satisfaction. The population of this study consists of manufacturing employees in the Cikarang region, with a sample of 65 respondents. Purposive sampling is the retrieval method used to determine a sample's characteristics. Taking this sample has restrictions on certain types of individuals who provide required information. This is the primary data used in the study, collected from respondents who are manufacturing employees in the Cikarang region. Explain that there is a list of written questions that have been formulated, which was the previous respondent's record for answering them, and that this deep thing is typically described with clarity via googleforms. Methods for analyzing data with the smart PLS program. The results of this study demonstrate that work-life balance has an effect on employee performance and that job satisfaction moderates the effect of work-life balance on employee performance. Unsatisfactory work will result in low morale and productivity, so the company must play an important role in procuring the facilities necessary to achieve work-life balance.

Keywords: Work Life Balance, Job Satisfaction, Employee Performance

INTRODUCTION

A business to reach its destination in the modern era, it must have access to a sufficient amount of human resources. Manpower source who can contribute in an effective manner. Source contribution power man is a crucial element in the operation of a business, so it is necessary to equip personnel in the field with the skills necessary to access source power. Man is source power with sense feeling, desire, skill, knowledge, motivation, power, and work. This has an impact on HR's ability to assist the organization in achieving its goals (Sutrisno , 2009). This is consistent with the Suite-directed activities of the organization to attract, develop, and retain talent for the effective operation of a organization (Fahmi, 2016). Whereas another term for management source power man is the process of training, evaluating, and compensating employees, as well as overseeing their relation power work, health and safety, and all related matters with fairness (Dessler , 2015).

For a business to reach its destination in the modern era, it must have access to a sufficient amount of human resources. Manpower source who can contribute in an effective manner. Source contribution power man is a crucial element in the operation of a business, so it is necessary to equip personnel in the field with the skills necessary to access source power. Man is source power with sense feeling, desire, skill, knowledge, motivation, power, and work. This has an impact on HR's ability to assist the organization in achieving its goals (Sutrisno , 2009). This is consistent with the Suite-

directed activities of the organization to attract, develop, and retain talent for the effective operation of a organization (Fahmi, 2016). Whereas another term for HRM is the process of training, evaluating, and compensating employees, as well as managing their working relationships, health and safety, and all related matters with fairness (Dessler , 2015).

Management source power used to manage employees in an organization in order to reach its destination. The employee's performance is one of the components used to measure the destination organization's achievement. Employee Performance is the productivity and output of an employee as a result of their development. Employee performance will ultimately impact an organization's effectiveness (Hameed & Waheed , 2011). Satisfaction is also one of the factors that can increase employee performance a feeling that will be owned by an employee towards his work; this is a form of employee response to his job. This defined job satisfaction as the attitudes and feelings people have about their professions. Attitudes 3 and positive to the profession indicate job satisfaction (Armstrong & Taylor, 2014). in accordance with job satisfaction, this describes a positive attitude toward a job based on the evaluation characteristics. Those with a high level of work have positive feelings about their jobs, whereas those with a low level have negative feelings (Robbins & Judge, 2013).

Work life balance (balance life work) is comprised of important factor in increasing employee

performance who is something involving circumstances employee well-being in the something company. Related matters with life balance work is not a sufficient answer social for organization to the employees. Balance work and life is a condition in which a person's work and life demands are equal (Lockwood, 2003). Work-life balance is defined as the capacity of an individual to fulfill their work and family responsibilities. In addition to the connection between function work and family, balancing life work also involves a role in field life (Delecta , 2011).

LITERATURE REVIEW

1. Employee performance

Employee performance is employee productivity. This is the result of a single employee's tangible and intangible returns compensation. In relation to this, studies indicate that employees who enjoy greater participation in decision-making are more productive than those who do not (Bishop, 1987). Employee performance is a function of ability and motivation, so it makes sense to engage in purposeful practice to boost both. Therefore, there are a number of ways for employees to acquire the required skills (e.g., through careful selection and training) and a variety of incentives to increase motivation (financial and non-financial forms of reward) (Dyer & Reeves, 1995).

2. Job satisfaction

Satisfaction at work is a result of an employee's perception of the value they place on their profession. General

acknowledgement in the field of organizational behavior that job satisfaction is the most important and prevalent employee attitude Despite the fact that analysis theoretical has criticized satisfaction work for being too narrow conceptually, there are three generally accepted dimensions for satisfaction work. First, job satisfaction is an emotional reaction to the job situation. Therefore, no could be observed that could only be concluded. Second, job satisfaction is frequently determined by the degree to which positive outcomes meet or exceed expectations. Third, work satisfaction represents a number of attitude-related variables (Luthans, 2011).

3. Work-life balance

Work life balance is a situation in which the demands of work and personal life are equivalent or balanced (Lockwood, 2003). Similar explanation explain that work life balance (balance profession or life), in its broadest sense, is defined as level involvement or satisfactory suitability Among a person's diverse 39 roles in life. Though definitions and explanations vary, the term 'balance' is commonly associated with equilibrium or a general sense of harmony in life. In this situation, achieving a balance between life and work requires an examination of a person's management skills (Hudson, 2005)

Hypothesis development**Work-life balance relationship to employee performance**

The theory explains that there is a connection between work-life balance and employee performance, that work-life balance is a trend for individuals to be fully engaged in their performance in order to achieve a work-life balance and create sensitivity to the system as a whole (Marks & MacDermid, 1996). Previous research indicates a significant relationship between work-life balance and employee performance (Soomro et al, 2017). Similar results have been found in other studies examining the positive relationship between work-life balance and employee performance (Noorhidayat et al, 2017). And other studies have documented the impact of work-life balance on employee performance (Johari et al, 2017). According to his research, work-life balance and employee performance have a positive and substantial effect on. (Thevanes & Mangaleswaran, 2018). According to exposure such as, then filed:

H1: Work-life balance has an effect on employee performance

Work-life balance relationship to job satisfaction

The theory explains the relationship between work-life balance and job satisfaction, namely that work-life balance is satisfaction and as a good function in place work as well as in families whose demands are becoming individual, so that with this, it is possible to minimize potential conflict that has just emerged from both demands (Clark, 2000). Temporarily, another theory explains that there is a correlation

between work-life balance and employee turnover, as well as branding, which impacts organizations' productivity, commitment, morale, and job satisfaction (Hudson, 2005). Prior research indicates that work-life balance influences job satisfaction. According to Kanwar et al. (2009), the management of work-life balance can increase employees' convenience at work, thereby influencing their job satisfaction. Other studies have found a correlation between work-life balance and job satisfaction (Ganaphati, 2016), and there is also evidence of a significant connection between work-life balance and job satisfaction (pangemanman, 2017). According to exposure such as, then filed:

H2: Work-life balance has an effect on job satisfaction

Job satisfaction relationship to employee performance

The theory explains that there is a connection between job satisfaction and employee performance, i.e., that satisfaction and good performance could help an organization retain employees, and that job satisfaction plays a significant role in fostering commitment, loyalty, and discipline, as well as requiring employees to have high performance (Mathis and Jackson, 2008). Temporary that another theory explains that satisfaction and productivity in an organization as a whole have a connection that affects the organization's performance (Robbins and Judge, 2013) and that more employees who are satisfied will tend to be more effective. According to exposure such as, then filed:

H3: Job satisfaction has an

effect on employee performance

Work-life balance relationship to employee performance mediated by job satisfaction

The theory explains the connection between work-life balance and employee performance through job satisfaction, i.e., it explains that work-life balance is satisfaction and as a good function in place work 49 as well as in families whose demands become individual, so that with this it is possible to reduce potential conflict that has just emerged from both demands (Clark) (2000). In the meantime, another theory explains the relationship between work-life balance and employee performance, namely that work-life balance is the trend for an

Research Framework

individual to be fully engaged in performance for every role played by the individual in order to achieve work-life balance and create sensitivity to the system as a whole (Marks and MacDermid , 1996). In addition to theory, others have explained the connection between job satisfaction and employee performance. According to Mathis and Jackson, job satisfaction and good performance can help an organization retain employees. Job satisfaction plays a significant role in the formation of commitment, loyalty, and discipline. According to exposure such as, then filed:

H4: Work-life balance has an effect on employee performance mediated by job satisfaction.

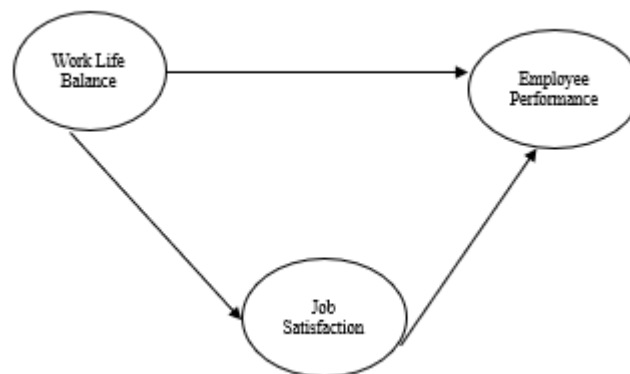


Figure 1. Framework

RESEARCH METHODS

Approach study this using quantitative approach study. Quantitative research is a method for evaluating objective theory, with attention to variable relationships. This study's population consists of employees of manufacturing companies located in the cikarang region. Primary data collection techniques in research this with use

questionnaire via google forms, with explain that there is a list of written questions that are formulated which was the previous respondent record answer them, deep Thing this is typically described with clarity in the alternatives. Answers are provided for each question on the Likert scale. Data analysis using an intelligent PLS program.

RESULTS AND DISCUSSION

Table 1. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
JS -> EP	0,657	0,651	0,104	6,293	0,000
WLB -> EP	0,287	0,286	0,104	2,748	0,006
WLB -> JS	0,845	0,830	0,066	12,802	0,000

Source : PLS (2022)

Tabel 2. Specific indirect effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
WLB -> JS -> EP	0,556	0,540	0,097	5,701	0,000

Source : PLS (2022)

DISCUSSION

Work-Life Balance on Employee Performance

Earlier research results indicate that work-life balance positively affects employee performance. This study demonstrates that employees who are able to achieve a healthy work-family balance are more productive for their organizations (Soomro et al, 2017). Additionally, research confirms that work-life balance has a positive and significant effect on employee performance. This study also explains that the role of work-life balance in boosting employee performance must be systematically incorporated into employee activities (Noorhidayat et al, 2017). Other research findings support the existence of a positive relationship between work-life balance and employee performance. This study explains that a better balance between life and work is a factor that could improve employee performance (Johari et al, 2017). The

employer must assist employees in prioritizing their work and personal lives. Companies should too give motivation to employees to employees more happy and balanced demands life work them (Obiageli et al, 2015) (Obiageli et al, 2015)

Work-life balance on job satisfaction

Research results earlier support that work life balance has influence positive to satisfaction work. Study this explain that work life balance shows Thing positive that is, increase productivity, reduce turnover and commitment rates employee the more high (Asepta & Maruno , 2017). (Asepta & Maruno, 2017). Furthermore, research suggests that work-life balance positively affects job satisfaction. This study explains that a lack of work satisfaction will result in low morale and productivity, so employers should provide facilities to achieve the goal of a work-life balance (Kanwar et al, 2009). Other research has discovered a positive

relationship between work-life balance and job satisfaction. This study explains that if a company wants to increase employee satisfaction through work-life balance, it must first prioritize balance satisfaction, which is one indicator of work-life balance (Ganaphati, 2016).

Job satisfaction to employee performance

Research findings support the notion that employee performance is positively influenced by job satisfaction. This study will explain the effect of job satisfaction on the performance of employees who are more committed and diligent (Miao & Kim, 2010). The study also demonstrates that job satisfaction positively affects employee performance. This study explains that employees whose job satisfaction affects their performance will provide organizational support by applying policies, attitudes, procedures, and decisions that are remunerative of their contributions and supportive of their well-being (Babin & Boles, 1996). Other research findings support the existence of a positive influence between job satisfaction and employee performance. This study's description of the relationship between employee satisfaction and performance will have a positive impact on the organization's ability to achieve its goals and produce the expected results (Berliana et al, 2018). Similar to previous research, this study finds a significant and positive relationship between job satisfaction and employee performance (Rahmawati & Setiawati, 2017). There are a number of factors that contribute to job

satisfaction, including social, physical, and financial factors. This factor's third influence on employee performance is significant. Of social factors, such as leader-to-employee communication and socialization culture, priority is given to work score integrity, professionalism, and the organization's commitment to rewarding outstanding employees; therefore, this can increase employee spirit at work.

Work-Life Balance on Employee Performance mediated by job satisfaction

Work life balance affects job satisfaction and has a significant and positive relationship with job satisfaction. This study demonstrates that the higher the employee retention and commitment rates, as well as the lower the rate of employee turnover, the greater the positive effect on productivity (Asepta and Maruno, 2017). The study also supports the positive relationship between work-life balance and employee performance. This study explains that dissatisfaction with one's work will result in low morale and productivity; therefore, companies must procure the necessary facilities to achieve work-life balance (Kanwar et al, 2009). Other research has found that work-life balance and job satisfaction are positively and significantly related. This study also explains that if a company wants to increase employee satisfaction through work-life balance, it must first focus on balance satisfaction, which is one of the indicators of work-life balance (Ganaphati, 2016). In relation to work life balance, there are a number of benefits for contributing organizations, including increased

productivity, organizational commitment, employee morale, and job satisfaction. This organization's culture of work-life balance is conducive to the reduction of professional or family conflicts and the enhancement of job satisfaction and productivity (Hudson, 2005).

CONCLUSION

Work-life balance contributes to an employee's performance. Work satisfaction moderates the effect of work-life balance on employee performance. To increase employee work satisfaction, a company must treat employees well in accordance with their contributions and accomplishments, offer commendations, propose promotions, and provide bonuses. The organization must develop, identify, and promote work-life balance practices, such as effective communication. Among superiors and subordinates, divide work evenly, provide employees with time off, and eliminate work-related conflicts. For the subsequent study, it is anticipated that researchers will be able to examine existing variables such as variable turnover, culture organization, commitment organization, and training.

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