

The Influence of Worklife Balance on Employee Performance Through Job Satisfaction as an Intervening Variable

(Study of CV Pujasani Boyolali Employees)

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Abstract

This research aims to determine the relationship between each variable involved in the research. These variables are the Worklife-balance, Satisfaction and Employee Performance variables. The main discussion of all these variables will refer to the relationship between the work-life balance variable and employee performance through job satisfaction as an intervening variable. A good work-life balance implemented by an employee can allegedly influence the employee's level of performance. However, this research wants to know the role of other variables, namely the job satisfaction variable as an intermediary variable in this relationship. This research will use a quantitative approach by collecting data through a survey in the form of a questionnaire distributed to respondents. In this research, the respondents involved were employees at CV Pujasani Boyolali. The sample involved in this research involved all employees. The results of this research show that the work-life balance that has been implemented by employees has a significant influence on employee job satisfaction, the work-life balance variable has no influence on employee performance, the job satisfaction variable has no influence on employee performance and the employee job satisfaction variable is unable to influence the state of the relationship between worklife balance variable on employee performance. The practical implications of this research include the development of more proportional human resource management strategies in improving employee performance by paying attention to personal aspects such as work-life balance and job satisfaction of the employee.

Keywords: Worklife Balance; Employee Performance; Job Satisfaction; Employees

INTRODUCTION

Source Human resources determine the company's development in achieving the company's organizational goals. Companies need personnel who are qualified, have character and are able to work with teams and supervisors to complete company tasks. To maintain the quality of human resources, companies must implement good resource management. This can be seen when the company creates a space where a mutually demanding or reciprocal relationship is created between employees and the company. To achieve company goals, apart from improving the quality of employee performance, companies must also pay attention to the condition of their employees in terms of work performance, both in the form of estimates of needs, the formation of social interests, feelings of being competent in work life and the imbalance between personal life and the workload he does for the company. (Lewis & Beauregard, 2018).

Demands The highest employee performance has become part of every company, because a successful company cannot be separated from the performance of the employees who work in that company. This research develops internal employee factors as mediators of the role of Work-Life Balance in the relationship between job satisfaction and employee performance. An employee who is connected to the company creates a good sense of connection with work and encourages improved employee performance. Therefore, it is important for organizations to know the level of employee job satisfaction so that they can assess things that can be used to maintain and maximize employee performance by increasing employee job satisfaction. Apart from job satisfaction, it is important for companies to assess employees' good work-life balance in their jobs and motivate employees to improve



their performance.

A good work-life balance leads to high morale, job satisfaction, and a sense of full responsibility in professional and personal life. High employee morale can produce employees who are always willing to provide optimal service. Basically, of the many resources needed to support company operations, employees have the most important and dominant influence, contribution and role because humans are the planners, determinants and operators as well as the main movers of every company activity to achieve its goals.

Unfulfilled work-life balance weakens employee productivity. Working too long can cause physical and mental fatigue. The resulting fatigue can cause a person to lose focus and often make mistakes. Mistakes made prolong the completion of tasks, which ultimately reduces employee efficiency and complicates the functioning of the organization. When an employee can balance his work and personal life, the employee can be more productive at work, more motivated to fulfill his responsibilities in the company and reduce work stress. This can also improve employee performance to achieve organizational goals.

Job satisfaction is also one of the factors that can influence the improvement of an employee's performance. When employees feel satisfied with their work, there is optimal effort to carry out the work or tasks given to them with all their strength. This causes an increase in labor productivity that is expected by the company. According to Robbins & Breward (2018) Job satisfaction is a feeling of work that arises from a broad and clear assessment of individuality. Job satisfaction refers to how people view their jobs from different perspectives and characteristics (Al-Omari et al., 2017). Research conducted by Afifah & Yuni (2020) get the same results where job satisfaction has a positive influence on employee performance.

Job satisfaction is an important factor in a company. This is because job satisfaction can influence an employee's work behavior, such as: lazy, hardworking or productive behavior. This means that human behavior is determined by human motives or needs, based on previously received recognition and is related to the situation and role in the organization. According to Saree (2020), shows that there are positive and significant results regarding the relationship between Work-Life Balance and employee performance through job satisfaction as a mediating variable. Then supported by opinion Muliawati (2020), shows that there are positive and significant results regarding the relationship between Work-Life Balance and employee performance through job satisfaction as a mediating variable. However, different from the results of research by Herlambang & Murniningsih (2019), which states that Work-Life Balance has a negative effect on employee performance directly.

The CV Pujasani Boyolali Company is a company operating in the construction sector located in Karanganyar, Klego, Boyolali Regency, Central Java 57385, Indonesia Boyolali Regency, Central Java. This company is one of the companies that supports the economy of the surrounding community where the majority of the workforce is from the local community. A pre-survey conducted at the CV Pujasani Boyolali company found that Work-Life Balance often occurs due to the increasingly long duration of working hours, namely 10 - 12 hours per day due to the company's demands on employee targets and the workload is quite high. However, this causes work-related stress, which can weaken employees' motivation to balance personal activities with the work that needs to be done. The work load given to employees must be reasonable and balanced with the physical and cognitive abilities and limitations of each employee to carry the load (Manuaba, 2020)

In this case, employees in the company are human resources that are very important for achieving company goals. Achieving business goals is not an easy thing because a strategic plan is needed to achieve them and the basic problem often faced by businesses is how to manage existing human resources to carry out tasks as well as possible in order to meet the goals set by the company. In line with the achievements obtained by the company, it does not forget to provide satisfaction with the performance of employees who have helped the company achieve targets and complete the workload given. The sense of satisfaction obtained by employees shows that employee performance is good in management, because basically employee performance that can be encouraged is the ability of employees to manage their lives so that they maintain a balance between personal life and work life. Ultimately leading to work results that satisfy the individual and the company. Therefore, researchers are interested in researching this problem because it can provide an idea for companies to implement a good lifestyle for employees in order to improve company performance.

The problem faced by employees of the CV Pujasani Boyolali Company is that they have not

been able to balance their work life with their personal life. Lack of ability to apply the right balance in employees' lives will create unpleasant feelings in everyday life. This is also felt by the employees of the CV Pujasani Boyolali Company because the CV Pujasani Boyolali Company operates in the construction sector, so this is what makes it difficult to balance their work time with their personal time due to work demands. Working hours are quite long which makes employees only focus on their work, and it is difficult to spend time on their personal matters. In fact, when this continues for a long period of time, it will cause stress experienced by employees which will result in poor company performance. Good performance will be based on the proper distribution of time by employees. When the performance produced by employees is good, employees will be given intensive work which will lead to satisfaction in the employees themselves.

Based on the description of the research background, the research questions that underlie this research were obtained, including: 1) Is there an influence of Work-Life Balance on performance at CV Pujasani Boyolali?; 2) Is there an influence of Work-Life Balance on employee job satisfaction at CV Pujasani Boyolali?; 3) Is there an influence of job satisfaction on employee performance at CV Pujasani Boyolali?; 4) Is there an influence of Work-Life Balance on employee performance through employee job satisfaction at CV Pujasani Boyolali?

Literature Review

Performance means the same as work results or in English it means performance Usman et al (2021). Performance in English is called job performance or actual performance or level of performance, which means the level of employee success in completing their work. Performance is not an individual characteristic, such as talent or ability, but a manifestation of the talent or ability itself. Performance is a way to offer a more integrated and sustainable approach than previous approaches that were isolated and sometimes used inadequate performance evaluation methods (Kasenda, 2013). Employee performance is the result given by individuals to the organization in completing tasks and obligations by achieving goals. Employee performance will get maximum results through the process of individuals doing things according to their abilities, being motivated to do it, and the opportunities they get (Dina, 2018).

According to Mardiani & Widiyanto (2021) Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authority and responsibilities or about how a person is expected to function and behave in accordance with the tasks given. Every organization is usually interested in measuring performance from the following aspects Sedarmayanti (2017): 1) Financial aspects, financial aspects can resemble blood flow in the human body, financial aspects are important aspects that need to be considered in measuring performance. 2) Consumer Satisfaction, when public demand for quality services increases, organizations must consistently provide quality services. Therefore, success measurements must be designed in such a way that managers can obtain relevant information about the level of customer satisfaction. 3) Internal Business Operations, Internal business information is needed to ensure that all organizational functions are aligned to achieve the organizational goals and objectives outlined in the strategic plan. 4) Employee Satisfaction, employees are assets that must be managed well, especially in organizations that carry out a lot of innovation, the strategic role of employees is very real. 5) Time, which is a variable that needs to be considered when designing performance measurements. We often need information to make decisions, but this information is obtained slowly, sometimes it is no longer relevant.

Employee performance refers to a person's overall level of success or results within a certain period of time while carrying out a task when compared with several possibilities such as work standards, targets or criteria that have been set from the start and have been mutually agreed upon. According to Rahmawati & Setiawati (2017) Employee performance can be interpreted as the implementation of balance theory, which says that a person will show optimal performance if they receive benefits and stimulation in their work fairly and naturally. Many people think that employee performance is an achievement of work performance, both in terms of quality and quantity, which has been carried out based on work objectives which in this case have been determined by the company. (Ardiansyah & Surjanti, 2020).

Schermerhorn in Ramadhani (2012) explained that Work-Life Balance is a person's ability to balance work demands with personal and family needs. Huthcheson (2012) also shows that Work-Life

Balance is a form of individual satisfaction in achieving life balance. According to Lockwood (2020), Work-Life Balance is a state of balance between two demands where work and an individual's life are the same. Work-life balance from an employee's perspective is a decision about juggling work and personal duties or family responsibilities. From this it can be concluded that Work-Life Balance is a form of balance that is realized in a person's life, where he does not forget his duties and responsibilities at work, without having to ignore all aspects of his personal life.

According to Lockwood (2020), the factors that influence a person to achieve Work-Life Balance are as follows: 1) Gender roles, gender-based people are something that is often applied in the traditional family environment system of division of labor. Thus, they are vulnerable to role conflict when they enter the world of work. 2) Work planning, planning working hours and flexible work policies also help employees balance their roles at work and outside work. 3) Organizational Support. The more support given and received at work, the better the work-life balance. 4) Family support. Getting support from family provides positive energy effects to work well and achieve balance between work and family life. 5) Job stress, discomfort or stressful situations in the work environment cause depression and affect professional and non-professional life.

Work-Life Balance What employees feel will be different, where in this case personal life will be the main factor in determining employee attitudes at work. Employees will feel comfortable if they are able to provide appropriate time management, whether for family, work or friends. Poor Work-Life Balance will cause internal problems within employees, so this will be a challenge for the company in providing direction for the implementation of a balanced life.

Based on the description above, a state of balance between two demands in which an individual's work and life are equal (Lockwood, 2020). So in this research the Work-Life Balance variable will use indicators according to Pangemanan et al (2021), consisting of Time Balance (balance of time), Involvement Balance (balance of involvement), and Satisfaction Balance (balance of satisfaction). Time balance refers to the amount of time an individual can devote, both to their work and to matters outside their work. Involvement balance refers to the amount or level of psychological involvement and commitment of an individual in their work and in matters outside their work. The satisfaction balance refers to the total level of satisfaction of an individual with his work activities and things outside his work.

Performing the job requires interaction between supervisors and coworkers, compliance with company rules and established practices, meeting performance standards, and the like. According to Sari & Susilo (2018) Job satisfaction is a positive feeling at work which is manifested in a broad and clear individual evaluation. Every employee expects satisfaction with their work. Job satisfaction can affect employee productivity at work. According to Lumunon et al., (2019) states that there are several important factors that encourage employee job satisfaction, including the following: 1) Challenging work. 2) Appropriate rewards 3) Supportive working conditions. 4) Supportive coworkers.

According to Lumunon et al., (2019) Employee job satisfaction is an important part of an organization's success because job satisfaction has a significant influence on organizational productivity, both directly and indirectly. Dissatisfaction is the starting point for problems that arise in organizations such as absenteeism, manager-worker conflicts and employee attitudes. From the worker's side, dissatisfaction can cause decreased motivation, decreased work morale, and decreased good work performance.

In this case, each individual has a standard assessment of satisfaction with the performance that has been carried out. Each individual can choose how to determine the standard of pleasure or level of satisfaction they feel. Where in terms of work they are able to share anything that can make them feel satisfied in the work environment. Because job satisfaction will be the basis for how each employee is able to provide the best attitude to the company to obtain maximum work level results.

Based on the description above, An important part of an organization's success because job satisfaction has a significant influence on organizational productivity, both directly and indirectly (Lumunon., 2019). So this research with the Job Satisfaction variable will use indicators according to Pratama & Setiadi (2021), namely the job itself, relationships with superiors, co-workers, promotions, salary or wages.

Each company will have performance standards that apply to employees. This standard will be a reference for how employees do their work well or not. Employee performance will have a good impact on the company when they are able to complete it well. However, it will be the opposite if

employees are unable to complete their work responsibilities. Company leaders will periodically provide encouragement to employees to always optimize their performance well, because when employee performance matches what the company wants, employees will receive good rewards from the company.

The Effect of Worklife Balance on Employee Performance

According to research Linga (2020), states that the Work-Life Balance variable has a partially significant effect on employee performance variables. Research conducted by Dina (2018) proves that simultaneously Work-Life Balance produces a significant influence on performance. According to Saree (2020) Work-Life Balance has a positive and significant influence on employee performance. According to Rahmawati et al., (2021) stated that Work-Life Balance produced a negative and insignificant effect. Meanwhile, research conducted by Herlambang & Murniningsih (2019) suggests that Work-Life Balance has significant and positive results on employee performance. Based on the results of previous research, the following hypothesis can be formulated:

H1: Work-Life Balance influences the performance of CV Pujasani Boyolali employees.

The Influence of Worklife Balance on Job Satisfaction

According to Research Pratama & Setiadi (2021) The influence between Work-Life Balance and job satisfaction on millennial employees has a significant influence. This means that if a millennial employee has a high Work-Life Balance, the employee will also feel satisfaction within himself. This is supported by research Hidayat & Ariyanto (2021), that Work-Life Balance has a positive and significant effect on Job Satisfaction. In line with opinion Wijaya & Suwandana (2022), states that Work-Life Balance has a positive and simultaneous effect on Job Satisfaction. However, this is different from the research results Edward & Faris (2022), which states that Work-Life Balance has a negative and non-simultaneous effect on Job Satisfaction. Backed by research (Hermawati et al., 2023), that Work-Life Balance does not have a positive influence on job satisfaction. Based on the results of previous research, the following hypothesis can be formulated:

H2: Work-life balance influence on Job Satisfaction at CV Pujasani Boyolali

The Effect of Job Satisfaction on Employee Performance

In research conducted by Sari & Susilo (2018), the results obtained show that job satisfaction has a direct and significant effect on employee performance variables. According to research conducted by Asmony et al., (2018) that job satisfaction has a significant positive effect on employee performance. According to research Widjaja et al., (2018), job satisfaction has a significant positive effect on employee performance. And in line with the research results Nimas Sayekti (2022), that job satisfaction has a significant positive effect on employee performance. However, in another study conducted by (Riyanto et al., 2021) states that job satisfaction has no influence on employee performance. Based on the results of previous research, the following hypothesis can be formulated:

H3: Job satisfaction influences employee performance at CV Pujasani Boyolali.

The Effect of Worklife Balance on Employee Performance Through Job Satisfaction as a Mediating Variable

Previous research conducted by Weerakkody et al., (2017) proves that job satisfaction successfully mediates the Work-Life Balance variable with the performance variable. According to research Widjaja et al., (2018), satisfaction has a significant positive effect on employee performance, in this way, a better work-life balance influences employee performance levels, which also increases job satisfaction. Herlambang & Murniningsih (2019) states that satisfaction has a significant positive effect on employee performance. Apart from work-life balance, the tendency to feel satisfied can have an impact on employee performance Pratama & Setiadi (2021). Research results by Abdirahman et al., (2020), says that there is a positive and significant relationship between satisfaction and performance. Job satisfaction has a mediating role between the influence of Work-Life Balance on employee performance. Based on the results of previous research, the following hypothesis can be formulated:

H4: *Work-Life Balance* influence on employee performance through job satisfaction as an employee mediating variable at CV Pujasani Boyolali.

Research Model

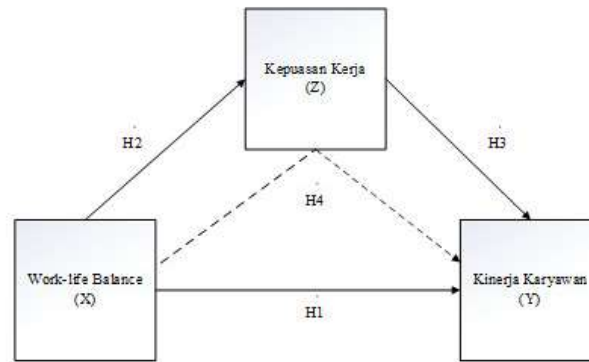


Figure 1. Research Model

METHOD

This research uses quantitative methods. The quantitative approach is a research method guided by the philosophy of positivism, used for research with a predetermined population or sample. The design of this research is explanatory research (explanatory research) which explains the causal relationship between the independent variable and the dependent variable.

The population in this study was 59 employees of CV Pujasani Boyolali, so in this study the researchers took samples using the Saturated Sampling Technique. According to Nawarcono & Setiono (2021) Saturated sampling technique is a sampling technique where all members of the population are used as samples.

This research involves indicators on three main variables, namely the work-life balance variable which has the dimensions of time balance, involvement and satisfaction balance. The second variable is the job satisfaction variable, which has the dimensions of the job itself, relationship with superiors, relationships with coworkers, promotions and salary. The third variable is employee performance which has dimensions in the form of quality, quantity, timeliness, cost effectiveness and relationships between individuals.

The data in this research was collected using a questionnaire which will refer to each variable and dimension and variable indicators. Next, respondents will fill out the questionnaire with answers according to their perspective with answer levels in the form of a Linkert scale.

This research uses regression analysis, where this analysis is used to answer questions in the problem formulation and prove the assumptions written in the research hypothesis in the previous chapter.

RESULTS and DISCUSSION

The data obtained in this research is work-life balance (X) as the independent variable, as well as employee performance (Y) as the dependent variable, and job satisfaction (Z) as the mediating variable. The population used in this research were employees CV Pujasani Boyolali with a total of 59 employees as respondents.

Table 1. Respondent Characteristics

Respondent Characteristics		Frequency
Gender	Man	35
	Woman	30
	Total	65
Division	Admin	1
	Foreman	1
	Employee Staff	2
	Carpentry	61
	Total	65
Age	20 - 24	18
	25 - 29	19
	30 - 34	27

> 35	1
Total	59

Based on the table above, the characteristics of respondents based on gender are dominated by respondents with 46% women and 54% men. The characteristics of respondents based on the division of work in this study were divided into four, namely administrators at 1%, foremen at 1%, employee staff at 4% and carpentry at 94%. The characteristics of respondents based on age were divided into four categories, namely 20-24 years old at 28%, 25-29 years old at 30%, 30-34 years old at 41%, and over 35 years old at 1%.

Validity test

Table 2. Validity test

Variable	Item No	Pearson Correlation	Information
<i>Worklife Balance</i>	1	0.422	Valid
	2	0.376	Valid
	3	0.380	Valid
	4	0.425	Valid
	5	0.452	Valid
	6	0.595	Valid
	7	0.614	Valid
Job satisfaction	8	0.386	Valid
	9	0.260	Valid
	10	0.689	Valid
	11	0.630	Valid
	12	0.638	Valid
	13	0.599	Valid
	14	0.698	Valid
Employee performance	15	0.539	Valid
	16	0.486	Valid
	17	0.489	Valid
	18	0.343	Valid
	19	0.314	Valid
	20	0.435	Valid

Based on the table above, With this validity test, it can be concluded that all items in the independent variable, namely work-life balance, are declared valid. Likewise with the dependent variable, namely employee performance, where all the variable questionnaire items are valid and with the mediating variable, namely job satisfaction, where all the variable questionnaire items are valid. Each question item in the questionnaire is proven to have a calculated r value > r table 0.2441, so that the questionnaire items have met the validity requirements and can be used in further analysis

Reliability Test

Testing the reliability of this research instrument uses the Cronbach's Alpha test, this method is used to find reliable values. Reliability testing is carried out on items whose validity has been tested. A good reliability value has a value close to 1. A variable can be declared reliable if alpha > 0.60.

Table 3. Reliability Test

Variable	Cronbach Alpha	N of Items	Information
<i>Worklife Balance</i>	0.806	7	Reliable
Job satisfaction	0.642	7	Reliable
Employee performance	0.647	6	Reliable

Based on the table above, it can be concluded that the questionnaire for all variables is declared reliable. This is proven by the Cronbach's Alpha value for each variable > 0.60

T test

The test at this stage aims to test the influence of the independent variable and dependent variable as a whole. The t test is determined based on a comparison between calculated t and t table. The results of the t test aim to see whether the hypothesis constructed is accepted or not. Decision making can be seen through the calculated t value > t table and the probability < 0.05 which means that the hypothesis is accepted.

First Model T Test Results

Table 4. First Model T Test Results

Variable	Sig value	α
<i>Work-life balance(X)</i>	0.835	0.05
<i>Dependent Variable:Employee performance</i>		

The test results above state thatstates that the work-life balance variable has a sig value of 0.835 giving the result that the work-life balance variable has a value > 0.05 so that the first hypothesis is rejected, namely work-life balance has no effect on employee performance

Second Model T Test Results

Table 5. Second Model T Test Results

Variable	Sig value	α
<i>Work-life balance(X)</i>	0,000	0.05
<i>Dependent Variable:Job satisfaction</i>		

From the test above,states that the work-life balance variable has a sig value of 0.000, giving the result that the job satisfaction variable has a value <0.05 so that the second hypothesis is accepted, namely work-life balance has a positive and significant effect on job satisfaction.

Third Model T Test Results

Table 6. Third Model T Test Results

Variable	Sig value	α
<i>Job Satisfaction (Z)</i>	0.163	0.05
<i>Dependent Variable:Employee performance</i>		

From the test above, it states that the job satisfaction variable has a sig value of 0.163, giving the result that the performance variable has a value of > 0.05 so that the third hypothesis is rejected, namely job satisfaction has no effect on employee performance.

Mediation Test with Sobel Test

At this stage, the Sobel test is used to test whether a variable can act as a mediator in a relationship by testing the direct or indirect influence of the independent variable on the dependent variable through the intervening variable. If the p value is > 0.05, it can be stated that the intervening variable cannot mediate the relationship between the independent variable and the dependent variable. Likewise, if the p value is <0.05, it can be stated that the intervening variable can mediate the relationship between the independent variable and the dependent variable.

Table 7. Mediation Test with Sobel Test

Variable	Unstandardized B	Std. Error	P Value
The Influence of Work-life Balance (X) on Job Satisfaction (Z)	0.022	0.103	
The Effect of Job Satisfaction (Z) on Employee Performance (Y)	0.156	0.111	0.83275

$$\frac{ab}{\sqrt{b^2S_a^2 + a^2S_b^2 + S^2S_b^2}}$$

$$t = \frac{0,00343}{0,01986}$$

$$t = 0,17$$

Based on the calculation results in table 20, it can be seen that the p value obtained is 0.83275663, which is greater than 0.05, which means that competence cannot mediate the relationship between job satisfaction and employee performance. Based on the results of the t count, it can be stated that the result is $0.17 < 1.96$ so that the result can be stated that the job satisfaction variable cannot mediate the relationship between the work-life balance variable and the employee performance variable, so the fourth hypothesis is rejected, namely work-life balance has no effect on employee performance with job satisfaction as a mediating variable

The Effect of Worklife Balance on Employee Performance

Based on tests that have been carried out using the t test, the results show that work life balance has no effect on employee performance. These results are based on the results of the t test, where in this test a significance value of $0.835 > 0.05$ was obtained. The increased performance of an employee is not influenced by the management of work life balance, because work life balance is a factor that is considered quite general or abstract because the management of work life balance will refer to each employee's perception. The existence of a balance between engagement and job satisfaction is not a determining factor in increasing employee performance, because employee performance in a company will only increase if there is a balance between the rights and obligations obtained by employees.

The Influence of Worklife-Balance on Employee Job Satisfaction

In the results of data testing using the t test, the results showed that work life balance had a positive and significant effect on employee job satisfaction. These results are based on the results of the t test which obtained a sign value of 0.000, where the value is < 0.05 . The increased performance of an employee is influenced by the management of work life balance, because work life balance is a description of a person's condition when they feel a balance of attachment and satisfaction in carrying out their roles as workers and family members. With this balance between engagement and job satisfaction, it will have an impact on an employee's job satisfaction, because the balance between engagement and job satisfaction will create a feeling of calm, and can concentrate when carrying out their role both at work and outside the work environment.

The Effect of Job Satisfaction on Employee Performance

Based on the results of tests carried out using the t test, the results showed that job satisfaction had no effect on employee performance. This result is based on the significance value obtained where the significance value in this test was $0.163 > 0.05$. From these results, it can be concluded that the increase or decrease in employee performance is not influenced by the employee's job satisfaction. In the characteristics of the respondents involved in the research, there are characteristics of the work division, where these characteristics are dominated by the carpentry division with 61 people or 94% of the total respondents involved. This is indicated by the jobdesk owned by the majority of respondents who have a jobdesk that is constant or the same work in their work activities. Another factor that is thought to be the trigger for this result is that the work process carried out by the carpentry division involves team work, so that the work results obtained are team results, not individual results.

The Effect of Worklife Balance on Performance Through Job Satisfaction as a Mediating Variable

In the tests that were carried out using the Sobel test, the results showed that job satisfaction was not successful in mediating the relationship between employee work life balance and employee performance. This result is based on the Sobel test results which obtained a value of $0.17 < 1.96$. The results of this research can be concluded that employee job satisfaction cannot have an influence on the relationship between work life balance and employee performance. These results indicate that the influence of each employee's work life balance on employee performance is not influenced by the employee's job satisfaction.

CONCLUSION

The results of the data analysis and discussions carried out in this research aim to answer the problems outlined in the previous discussion.

1. The results of this research show that the work-life balance variable has no influence on employee performance at CV Pujasari Boyolali, so it can be concluded that employee performance is not influenced by the work-life balance factor possessed by each employee. Even though these employees have implemented a work-life balance in their activities, this does not affect employee performance, because the performance obtained by each employee comes from other factors outside this research.
2. The results of this research state that there is an influence between the work-life balance implemented by employees on the job satisfaction of each employee. The application of work-life balance implemented by employees is able to create situations and conditions of professionalism at work, so that it will influence the employee's job satisfaction.
3. The research results show that there is no influence between job satisfaction and employee performance at CV Pujasari Boyolali. The absence of this influence indicates that the ups and downs in employee performance can be caused by factors other than job satisfaction. The job satisfaction that each CV Pujasari Boyolali employee has is in different types of job satisfaction, both individual satisfaction and team job satisfaction.
4. The results of this research show that employee job satisfaction is unable to influence the relationship between work-life balance and employee performance. These results can provide the conclusion that job satisfaction is not a factor that can influence the relationship between work-life balance and employee performance. The influence that occurs between work-life balance on employee performance can be influenced by other factors outside this research.

Theoretical Implications

The results of this research provide benefits that can support and differentiate from previous research. This research can support previous research which obtained results that there was no significant influence between work life balance on employee work performance carried out by Rahmawati et al., (2021) which states that Work-Life Balance produces a negative and insignificant influence on employee performance. However, this research is different from research conducted by Linga (2020), Dina (2018), Saree (2020), And Herlambang & Murniningsih (2019) which states that there is an influence between work-life balance on employee performance. It can be concluded that by mastering a good work life balance, it cannot improve employee performance in the company. The second result in this research shows that work life balance influences employee job satisfaction. These results can support research conducted by Pratama & Setiadi (2021), Hidayat & Ariyanto (2021), Wijaya & Suwandana (2022) which states that Work-Life Balance has a positive and significant effect on Job Satisfaction. These results are not in line with research conducted by Edward & Faris (2022) as well as (Hermawati et al., 2023) which states that Work-Life Balance does not have a positive influence on job satisfaction. The results of these three studies are also in line with research conducted by (Riyanto et al., 2021) which states that job satisfaction has no influence on employee performance. However, the results of this study do not support the research conducted by Sari & Susilo (2018), Asmony et al., (2018), Widjaja et al., (2018), And Nimas Sayekti (2022) which states that job satisfaction has a significant positive effect on employee performance. The results of the latest research state that job satisfaction as a mediating variable cannot influence the relationship between work life balance and employee performance. The results of this study do not support previous research conducted by Weerakkody et al., (2017), Widjaja et al., (2018), Herlambang & Murniningsih (2019), Pratama & Setiadi (2021) And Abdirahman et al., (2020) which proves that job satisfaction successfully mediates the Work-Life Balance variable with the performance variable.

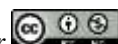
Applied Implications

Based on the research that has been carried out, the results show that work-life balance has a positive and significant influence on employee job satisfaction. Therefore, companies need to implement several programs to increase employee job satisfaction by improving work-life balance. Several things

that need to be considered in improving work-life balance are related *Time Balance* (time balance), *Involvement Balance* (involvement balance), and *Satisfaction Balance* (satisfaction balance). The practical benefits obtained in this research are: 1) Employees need to apply their work life balance to increase professionalism at work. The application of professionalism at work will help these employees to maximize the results of their work, and will benefit the company by achieving the targets imposed by the company on each employee; 2) Companies need to pay more attention to employee performance in order to increase employee productivity at work. This can be done by evaluating each employee's performance results and evaluating the role of each employee for the company; 3) For academics, it is hoped that this research will be able to contribute ideas regarding the learning materials that have been applied in this research, so that it can become material for evaluation in the field of education in the future; 4) For future researchers, it is hoped that this research will be able to become a supporting basis or reference in research that has the same topic as this research.

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