The Effect of Work-life Balance on Employee Performance Through Job Satisfaction as an Intervening Variable

Candra Agung Prasetyo 1*, Dewie Tri Wijayati Wardoyo 2

1 Departement of Economic and Business, Universitas Negeri Surabaya, Surabaya, Indonesia
2 Departement of Economic and Business, Universitas Negeri Surabaya, Surabaya, Indonesia

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ABSTRACT

This study aims to measure and analyze the effect of work-life balance on employee performance through job satisfaction in commercial division employees of PT Aneka Jasa Grhadika. This research is a causal research that uses a quantitative approach, with a population consisting of 70 commercial division employees. Data analysis in this study used SEM-PLS with the help of SmartPLS3 software. This results of this study prove that work-life balance has a significant positive effect on employee performance, work-life balance has a positive and significant effect on job satisfaction, job satisfaction has a positive and significant effect on employee performance, and job satisfaction mediates between work-life balance employee performance.

Introduction

Competition in the business world has made a major contribution to economic, social and cultural progress. The rapidly growing business world is both a challenge and a threat for business people in order to win the competition and maintain the survival of the company. Companies that want to develop and want to gain a competitive advantage must be able to provide quality products or services. This can be created by utilizing quality human resources in the company (Butarbutar, 2019). By having superior human resources in the company, employee performance will increase and the company's vision, mission and goals will be achieved. Therefore, companies must carry out personnel management effectively and efficiently, including maximizing the performance of company employees. Employee performance is a job that has a
strong relationship with strategic goals and organizational satisfaction, consumer satisfaction, and economic contribution. To achieve organizational goals requires every employee to improve their performance and automatically has an impact on organizational performance (Amstrong M & Baron, 2016).

One of the problems that arise regarding human resources is the decline in employee performance or employee performance caused by factors from the company environment itself and factors outside the company. With the decline in employee performance or employee performance, the products produced also decrease which makes the company unable to compete with similar industries. The decline in employee performance or employee performance is caused by the absence of a balance between personal life and work or work-life balance. In accordance with the Robert Walters survey, the Global Professional Recruitment Institute revealed that there are three things that workers ask companies to make employees work well, one of which is work-life balance. So that companies must realize that employees not only have work responsibilities but also personal responsibilities outside of work such as family, so as much as possible employees can balance work time and personal time outside of work (Ranti et al., 2020).

When a good work-life balance will give an employee high morale and responsibility in the work and social life of an employee. A good work-life balance is also believed to be about how individuals are able to complete their responsibilities and make relationships with family, responsibilities in personal life and work balanced. Employees who have a healthy balance between work and personal life tend to be mentally and physically healthier, which can reduce the risk of excessive stress so as to increase employee concentration, productivity, and creativity (AL-Omari et al., 2020). Work-life balance is defined as an individual's ability to fulfill work and family commitments as well as other non-work responsibilities and activities (Parkes & Langford, 2008). The concept of work-life balance is considered important for both organizations and individuals, and has been proven in practice to make a significant contribution to increasing employee productivity and having a positive impact on organizational performance (Murthy & Guthrie, 2012). Work-life balance is a major concern for those who want to improve their quality of life (Soomro et al., 2018).

In addition to affecting employee performance work-life balance also affects job satisfaction. When employees have harmony between work and their personal lives, employees will feel job satisfaction. Employee performance has a close relationship with job satisfaction, when employees feel job satisfaction, employee performance will increase. A good balance allows sufficient time for rest, recreational activities,
and personal responsibilities that lead to a happier and more fulfilled life. Research conducted by Rodhiyatu Aliya & Saragih (2020) shows that work-life balance has a significant positive effect on employee job satisfaction at PT Telkom Regional Division III West Java. Employees who have a comfortable and family-friendly workplace seem more satisfied with their work. Meanwhile, research conducted by (Prayogi et al., 2019) shows that work-life balance has a negative effect on job satisfaction of employees of Bank Syariah Medan.

Job satisfaction is also one of the factors that is very important and has a role in improving employee performance because there is an indication of the feelings that an employee has towards his job (Asari, 2022). Based on research conducted by (Puspitasari, 2020) and (Mendis & Weerakkody, 2018) job satisfaction has a significant positive effect on employee performance. Meanwhile, research conducted by (Kristine, 2017) shows that job satisfaction has a significant negative effect on employee performance. If employees are dissatisfied with their jobs. Employees will be dissatisfied and experience stress about their work, they can also show negative behaviors such as laziness, non-commitment, and lack of energy at work. Based on the research previously described, it can be concluded that work-life balance is an important factor that needs to be considered by employees and companies because employee success in balancing life will be able to improve employee performance and job satisfaction. Employees who feel enough time for activities outside of work such as hobbies, family, and social life tend to be more satisfied with their jobs and more productive at work.

In accordance with pre-research and in line with the results of interviews conducted with several employees of PT Aneka Jasa Grhadika regarding work-life balance, they admit that they spend a lot of time at work because employees are often still in the office to work even though working hours are over to complete their work. Related to employee job satisfaction when employees get assigned to work more than the predetermined hours or overtime, employees get additional salary / hourly wages and are calculated according to the position of the employee. In addition, employees also receive supervision from superiors and behavioral support for subordinates who experience problems in their work. Employees also get awards and opportunities for career advancement during work when employees have good performance and deserve to get awards and career advancement. So that this makes employees willing to work more than the predetermined working hours and even work on holidays.

Employees also explained related to employee performance at PT Aneka Jasa Grhadika, especially in the commercial division, namely when employees cannot
maintain a good work-life balance in a situation of additional working hours or working on holidays, employee performance becomes ineffective which results in less than optimal work results. Employees tend to have negative behavior towards their work when employees do not have a good balance. Conversely, when employees have a good balance, employees tend to have positive behavior towards their work so that this will have a good impact on company performance. Based on the above phenomenon, the author will raise the research topic at PT Aneka Jasa Grhadika Gresik with the title "The Effect of Work-life balance on Employee performance through Job satisfaction in Commercial Division Employees of PT Aneka Jasa Grhadika Gresik".

Literature Review

Work-life Balance

Work-life balance is defined as an individual's ability to fulfill work and family commitments as well as other non-work responsibilities and activities (Simanjuntak & Ninin, 2021). According to Puspitasari (2020) work-life balance is defined as an individual's ability to maintain a balance between work obligations and personal needs outside of work. Work-life balance can be divided and the role is satisfying, as indicated by responsibilities at work and responsibilities in life other than work. Work-life balance is very necessary for an organization or company because work-life balance is an important factor in for employees to have a balanced quality of life in relation to their work and balanced in life outside of work. Therefore, work-life balance can be achieved when an employee has a balance between life at work and life outside of work. It is important for an organization or company to support employees in achieving work-life balance so that employees have happiness at work.

Sihaloho & Indawati (2021) also define work-life balance where the level of individual achievement of job satisfaction for involvement in personal life and work that is owned in his life and done as much as possible. Poor work-life balance is feared to result in employees losing the balance between work and their personal lives, making it difficult for them to enjoy life which can result in a lack of free time with themselves and their families, stress, and decreased health, which can also reduce work quality and the mental and physical quality of the employees themselves.

Employee Performance

Employee performance is the result of a job that has a strong relationship to the organization's strategic goals, customer satisfaction, and makes an economic
contribution, then in achieving organizational goals, each employee must improve their performance which automatically has an impact on the performance of the organization (Robbins & Judge, 2018). Syahputra & Tanjung (2020) explain in more detail that employee performance is the result of work and work behavior that a person achieves to complete the tasks and responsibilities given within a certain period of time.

Employee performance according to Badrianto & Ekhsan (2021) explains that performance is the result both in quality and quantity that employees have achieved in carrying out their duties as expected by the organization through the criteria or standards that apply to the organization. Wijayati et al (2022) also revealed that employee performance can be defined as employee behavior in the workplace that results in the delivery of results desired by the organization regarding quality, quantity of work, and work time.

**Job Satisfaction**

According to Prayogi et al (2019) job satisfaction is a positive attitude towards work as a result of evaluating job characteristics in a clearly broad manner. Work requires communication with colleagues, complying with superiors, organizational rules and policies, meeting performance standards, living in less than ideal working conditions.

Rodhiyatu Aliya & Saragih (2020) suggest that job satisfaction or job satisfaction is used as a measure of employees' feelings towards work in their company, so companies must pay attention to employee job satisfaction. If employees have a sense of satisfaction with their work, it can lead to employee loyalty to their company and if the satisfaction is not good it can result in employees being uncomfortable with their work. This is in line with Oktavianti (2020) explaining that job satisfaction or job satisfaction is a reflection of an employee's feelings of pleasure towards work and everything in his work environment.

Job satisfaction is also defined according to Asari (2022) as an emotional attitude that is pleasant and loves his job, this attitude is shown by work morale, discipline and work performance. Job Satisfaction can generate excitement and work enthusiasm in employees, so that in the end employees will be enthusiastic in carrying out their duties.

**Relationship Between Variables**
Research conducted by Badrianto & Ekhsan (2021) on work-life balance on employee performance provides results, namely at PT Yaup cikarang, the analysis conducted shows that there is a positive relationship between work-life balance and employee performance. Prayogi et al (2019) also analyzed that work-life balance partially has a significant effect on employee performance. In line with Dina (2018) which states that work-life balance partially affects employee performance. In addition, research conducted by Ranti et al (2020) regarding the effect of work-life balance on employee performance at PT Muara Tunggal Cibadak shows that work-life balance has a significant positive effect on the performance of employees.

H1: Work-life balance has a positive and significant effect on employee performance.

Employees not only face roles and problems at work, but also outside of work. Rondonuwu et al (2018) in their research found that work-life balance has a significant positive effect on job satisfaction, namely the higher the work-life balance, the higher the employee's job satisfaction. Rodhiyatu Aliya & Saragih (2020) prove that work-life balance has a significant positive effect on job satisfaction both simultaneously and partially. Herlambang & Murniningsih (2020) also confirmed that work-life balance has a positive effect on job satisfaction. This indicates that the higher the application of work-life balance, the higher the job satisfaction of employees. However, in contrast to the research conducted by (Pranindhita & Wibowo, 2020), it shows that work-life balance has no influence on job satisfaction.

H2: Work-life balance has a positive and significant effect on job satisfaction.

Every employee has a different level of job satisfaction according to their wants and needs. Realizing employee job satisfaction to complete their work and personal life will also increase employee performance. (Puspita & Oktariansyah 2021) explain that job satisfaction has a significant positive effect on employee performance. This was also revealed by (Oktavianti, 2020) who proved that job satisfaction has a significant positive effect on employee performance. When employees have a sense of satisfaction with their work, the employee's performance increases so that there is positive behavior from employees towards their performance in the company.

H3: Job satisfaction has a positive and significant effect on employee performance

Companies must pay attention to an employee's work-life balance so that employees have a good balance between life at work and life outside of work. (Puspitasari, 2020) states that when employees have a good balance, it will affect employee behavior at work. Research conducted by (Asari, 2022) found that work-life balance has a positive impact on performance through job satisfaction. The satisfaction obtained by
workers is based on the attitudes and feelings that individuals have about their work.

H4: Job satisfaction mediates the relationship between work-life balance and employee performance.

![Figure 1 Research Model](image)

**Method**

This research is a type of quantitative research. Data collection was carried out with a research instrument in the form of a questionnaire with a 5-point Likert scale. This research was conducted on employees of the commercial division of PT Aneka Jasa Grhadika, totaling 70 people. The data analysis technique in this research applies SEM-PLS with the contribution of SmartPLS 3.0.0 software.

**Result and Discussion**

The respondents in this study were employees of PT Aneka Jasa Grhadika commercial division totaling 70 respondents with age details between 20 and 60 years. The number of male employees was 60 people (85.7%) and women were 10
people (14.3%). the characteristics of respondents based on marital status with a total of 13 people unmarried (18.6%) and 57 people married (81.4%). for the characteristics of respondents based on education with a total of 13 employees with high school education level (18.6%), 3 employees with D3 education level (4.3%), and 54 employees with S1 education level (77.1%). and for the characteristics of respondents based on work units with a total of 9 employees from the marketing unit (12.9%), 16 employees from the engineering unit (22.9%), 21 employees from the construction unit (30%), 11 employees from the service maintenance unit (15.7%). And for the characteristics of respondents based on work units with a total of 9 employees from the marketing unit (12.9%), 16 employees from the engineering unit (22.9%), 21 employees from the construction unit (30%), 11 employees from the service maintenance unit (15.7%), 6 employees from the om and general services unit (8.6%), 6 employees from the warehousing and trade unit (8.6%) and 1 employee from the middle staff unit (1.4%).

The five-box method is used in this study to average respondents’ answers where the highest number is 5 and the lowest number is 1. The explanation for the work-life balance dimension has an average of 4.15 which is classified as a high category, employee performance has an average of 4.16 and is classified as a high category, and job satisfaction has an average of 4.07 which is classified in the high category as well.

Convergent validity

Figure 2 Uji Measurement Model
From Figure 2, all outer loadings of each indicator are between the values of 0.6 to 0.7. then the variables studied work-life balance (X), Employee Performance (Y), and Job Satisfaction (Z) can be called as a whole have met convergent validity.

### Discriminant Validity

<table>
<thead>
<tr>
<th>Variable</th>
<th>Employee Performance (Y)</th>
<th>Job Satisfaction (Z)</th>
<th>Work-life Balance (X)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Performance (Y)</td>
<td>0.877</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Satisfaction (Z)</td>
<td>0.579</td>
<td>0.725</td>
<td></td>
</tr>
<tr>
<td>Work-life Balance (X)</td>
<td>0.562</td>
<td>0.578</td>
<td>0.792</td>
</tr>
</tbody>
</table>

Source: Output SmartPLS3

Based on the results of discriminant validity testing, it proves that the root AVE of the Employe Performance construct of 0.877 is higher than the correlation between job satisfaction constructs of 0.579 and work-life balance constructs of 0.792. In addition, the root AVE of the job satisfaction construct is higher than the correlation between the work-life balance constructs of 0.578. Likewise, the AVE root of the work-life balance construct of 0.792 is higher than the correlation between the job satisfaction construct of 0.578 and the employee performance construct of 0.562. So, it can be concluded that all constructs have met the discriminant validity criteria.

### Reability Test
### Table 2 Reliability Test

<table>
<thead>
<tr>
<th>Variable</th>
<th>Composite Reliability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work-life Balance</td>
<td>0.938</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>0.930</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>0.923</td>
</tr>
</tbody>
</table>

Source: Output SmartPLS3

Composite reliability is used to prove the reliability value between the indicator block and the construct that forms it. Composite reliability is declared reliable if the value is > 0.70. For work-life balance composite reliability is 0.938, employee performance is 0.930, and job satisfaction is 0.923, so all variables with results > 70 so it is said to be reliable.

In addition, Cronbach's alpha in this study shows that the work-life balance variable is 0.926, employee performance is 0.900, and job satisfaction is 0.908 so that the construct has met the Cronbach's alpha criteria and has a high reliability value.

#### Analysis The of R-Square

### Table 3 R-Square

<table>
<thead>
<tr>
<th>Variable</th>
<th>R-Square</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work-life Balance</td>
<td></td>
</tr>
<tr>
<td>Employee Performance</td>
<td>0.413</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>0.334</td>
</tr>
</tbody>
</table>

Source: Output SmartPLS3

The result of the R-Square value related to WLB on the employee performance variable has an R-Square of 0.413. So, the employee performance construct variable can be explained by the WLB variable by 41.3% and 58.7% is influenced by other variables. And the R-Square results related to WLB on job satisfaction have an R-Square value of 0.334. So, Job Satisfaction is able to be explained by the WLB variable by 33.4% and the remaining 66.6% is influenced by variables outside the study.

#### Analysis Path Coefficients
### Table 4 Path Coefficients

<table>
<thead>
<tr>
<th>Relationship Between Variables</th>
<th>Original Sample (O)</th>
<th>T-Statistics</th>
<th>T-Table</th>
<th>Kesimpulan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Satisfaction → Employee Performance</td>
<td>0.381</td>
<td>2.980</td>
<td>≥ 1.96</td>
<td>Hypothesis accepted</td>
</tr>
<tr>
<td>Work-life Balance → Employee Performance</td>
<td>0.342</td>
<td>2.468</td>
<td>≥ 1.96</td>
<td>Hypothesis accepted</td>
</tr>
<tr>
<td>Work Life Balance → Job Satisfaction</td>
<td>0.578</td>
<td>5.271</td>
<td>≥ 1.96</td>
<td>Hypothesis accepted</td>
</tr>
</tbody>
</table>

Source: Output SmartPLS3

The results of the path coefficients analysis show that the variable job satisfaction on employee performance has a positive effect with a coefficient of 0.381. The resulting t-statistic value of 2.980 ≥ 1.96 indicates that the job satisfaction variable on employee performance has a significant positive effect. The work-life balance variable on employee performance has a positive effect with a coefficient of 0.342. The resulting t-statistic value of 2.468 ≥ 1.96 proves that the work-life balance variable has a significant positive effect on employee performance. The work-life balance variable on job satisfaction has a positive effect with a coefficient of 0.578. The resulting t-statistics value of 5.271 ≥ 1.96 indicates that the work-life balance variable on job satisfaction has a significant positive effect or with another meaning, namely the higher the work-life balance of employees affects employee job satisfaction or employee job satisfaction.

And proving the indirect effect of work-life balance on employee performance through job satisfaction as an intervening variable produces a coefficient of 0.220 with the calculation of the t-statistics value of 2.248 ≥ 1.96. So, there is a significant positive effect and the job satisfaction variable is able to mediate the effect of work-life balance on employee performance of the Commercial division employees of PT Aneka Jasa Grhadika.
The Effect of Work-life Balance on Employee Performance

Based on the test results that have been carried out, the work-life balance variable on employee performance has a significant positive effect with a coefficient of 0.342. The resulting coefficient means that the higher the level of work-life balance of employees in the company, the employee performance of employees or employee performance increases. The resulting T-Statistic value of 2.468 ≥ 1.96 proves that the Work-life Balance variable has a significant positive effect on employee performance so that H1 is accepted. This is reinforced by research conducted by (Muliawati & Frianto, 2020) that there is a strong relationship between work-life balance and employee performance, the relationship is positive and significant so that when work-life balance is good it will improve employee performance.

Effect of Work-life Balance on Job Satisfaction

Based on the test results that have been carried out, the work-life balance variable has a significant positive effect on job satisfaction. The work-life balance variable on job satisfaction has a positive effect with a coefficient of 0.578. The resulting coefficient means that the higher the work-life balance of employees, the higher the level of job satisfaction or job satisfaction of employees. The resulting t-statistics value of 5.271 ≥ 1.96 indicates that the work-life balance variable on job satisfaction has a significant positive effect or with another meaning, namely the higher the employee's work-life balance affects employee job satisfaction or employee job satisfaction. This is reinforced by research conducted by (Fazlurrahman et al., 2019) also stated that if employees are not satisfied with their work, they tend to have low productivity but when employees are satisfied with their work and employees get rewards according to what has been done, this will improve employee performance.

The Effect of Job Satisfaction on Employee Performance

Based on the test results that have been carried out, it shows that the job satisfaction variable on employee performance has a positive effect with a coefficient of 0.381. The resulting coefficient is positive, meaning that the more satisfied employees are with their jobs or job satisfaction, the employee performance increases. The resulting t-statistic value of 2.980 ≥ 1.96 shows that the job satisfaction variable on employee performance has a significant positive effect so that H3 is accepted.

The Effect of Work-life Balance on Employee Performance through Job Satisfaction
Based on the results of the analysis of the indirect effect output, it can be seen that job satisfaction is able to become an intervening variable between the effect of work-life balance on employee performance of the commercial division employees of PT Aneka Jasa Grhadika. It can be noted that the indirect effect of work-life balance on employee performance through job satisfaction as an intervening variable produces a coefficient of 0.220 with the calculation of the t-statistics value of 2.248 ≥ 1.96. So, there is a significant positive effect and the job satisfaction variable is able to mediate the effect of work-life balance on employee performance of the Commercial division employees of PT Aneka Jasa Grhadika.

**Conclusion**

Based on the results of the analysis of research data processing and the discussion that has been described, the conclusion is that work-life balance has a positive and significant effect on employee performance. This shows that the higher the work-life balance experienced by employees, the effect on employee performance that occurs in the commercial division employees of PT Aneka Jasa Grhadika. Work-life balance has a positive and significant effect on job satisfaction. This proves that the higher the work-life balance experienced by employees affects employee job satisfaction or job satisfaction of commercial division employees of PT Aneka Jasa Grhadika. Job satisfaction has a positive and significant effect on employee performance. This shows that the more satisfied employees are with their jobs or job satisfaction, the performance or employee performance of the commercial division employees of PT Aneka Jasa Grhadika increases. Work-life balance has a positive and significant effect on employee performance through job satisfaction. This shows that job satisfaction is able to become an intervening variable between work-life balance and employee performance in the commercial division employees of PT Aneka Jasa Grhadika.

The limitation in this study is that it only focuses on one division, so the population is only a number of employees in that division. The researcher really appreciates the performance produced by the employees of the commercial division of PT Aneka Jasa Grhadika. Even though employees have a fairly good work-life balance, researchers suggest that companies provide more systematic time to employees so that employees can carry out activities outside of work. Researchers also hope that companies pay attention to employees in carrying out their duties and provide training and socialization related to work so that employees experience minimal errors. Researchers hope that if there is further similar research, in order to choose a wider research object and extend the time in data collection and add other variables, so that the research can be carried out properly and provide more accurate results.
Acknowledgment

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