

Measuring The Effect Of Work-Life Balance on Employee Performance Through Job Satisfaction In Employees In The City Of Bandung

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ABSTRACT

Work-life balance is often a factor that prospective workers or workers are looking for in order to stay with their current company. This can affect employee performance and their job satisfaction. This study was conducted to find out how much work-life balance (X) has an effect on job satisfaction (Z) and its impact on employee performance (Y) on employees in the city of Bandung. The respondents were taken based on the criteria of active employees of a company in the city of Bandung. The data analysis method in this study uses SmartPLS software. Testing the data through validity, reliability, hypothesis, and mediation tests. Based on the results of the study, it was shown that the work-life balance variable had a significant effect on employee performance, the work-life balance variable had a significant effect on job satisfaction, the job satisfaction variable had a significant effect on employee performance, and the work-life balance variable had a significant effect on employee performance through job satisfaction. The level of employee performance can be maintained by paying attention to the work-life balance and employee job satisfaction because these three things are interrelated. The company may add or update its regulations or facilities to support this

Keywords: employee performance; job satisfaction; work-life balance

INTRODUCTION

Human Resources (HR) is the main asset of the company. Through training and development, company can improve the quality of employees who contribute positively to the economy and society. HR management plays an important role in achieving company goals, with success depend on the quality, productivity and motivation of employees. Therefore, recruitment, career development, and performance management are important parts of the company's strategy.

Research on the influence job satisfaction and employee performance is supported by a JobStreet.com survey (2022) of 17.623 respondents. The survey show that 73% of employees are dissatisfied with their jobs, 54% employees work in fields that do not match their background, 60% of respondents feels that there are no career advancement opportunities in their workplace, 53% of respondents have bosses who behave badly, and as many as 85% of respondents claim to have no work-life balance. This survey concluded that for some companies, awareness of the importance of work-life balance is still low (Jobstreet, 2022). Deloitte's 2022 survey of 23,220 respondents from across the globe found that salary, working conditions and burnout issues often hinder Gen Z and millennials' employment. The survey revealed that the main reason why 32% of Gen Z and 39% of millennials stay at their jobs is work-life balance. Other supporting reasons include learning and development opportunities, additional salary and benefits, a positive work culture, a desire for career development, finding meaning in their work, and flexible work options (The Deloitte Global, 2022).

According to the Central Bureau of Statistics, the total population of Bandung City based on Gender and Employment Status is 1,202,485 people. A total of 679,688 residents are laborers / employees / employees consisting of 429,464 male residents and 250,224 female residents (BPS, 2024).

The results of both surveys show similarities with previous studies. According to research on members of the Media and Creative Industries Workers Union for Democracy, work-life balance directly affects job satisfaction (Herlambang, 2019). Research at PT Bank Sumut Syariah Medan also found that 91% of job satisfaction was influenced by work-life balance and burnout (Caniago, 2021). Other research shows that work-life balance has a positive and significant effect on employee performance at PT Livia Mandiri Sejati Pasuruan by 85.1% (Arifin & Muharto, 2022). In addition, research at PT Antam Tbk found that work-life balance and work engagement have a positive impact on job satisfaction and performance (Sayekti, 2019) In conclusion, work-life balance affects job satisfaction and employee performance, although the level of influence varies.

One of the obstacles that often arise related to HR is a decrease in employee performance (Lukmiati et al., 2020). Good employee performance indicates that they are satisfied with their work, while poor performance indicates employee dissatisfaction with their work (Setiawan et al., 2021). This writing aims to analyze and describe how work-life balance affects employee performance, the effect of work-life balance on job

satisfaction, the effect of job satisfaction on employee performance, and the effect of work-life balance on employee performance through job satisfaction on employees in Bandung City.

THEORETICAL FRAMEWORK AND EMPIRICAL STUDIES

Work-life Balance

According to Schermerhorn (Ramadhani, 2013; Schermerhorn et al., 2002), work-life balance is a person's ability to balance between work demands and personal or family needs. In theory, "work" and "family" are based on different and mutually influencing environments. Work-life balance is very important to understand from the beginning (Lazăr et al., 2010). In a broader sense, work-life balance can be defined as satisfaction with different engagements in different roles. There are four components in the measurement of work-life balance, including (Fisher et al., 2009): Work Interference with Personal Life, (This dimension indicates the extent to which work can interfere with a person's personal life), Personal Life Interference with Work, (This dimension measures the extent to which an individual's personal life can interfere with his or her work life), Personal Life Enhancement of Work individuals can improve their performance at work), Work Enhancement of Personal Life (This dimension refers to the extent to which work can improve an individual's personal quality of life).

Employee Performance

Employee performance is defined as work results that have a strong connection with organizational goals, consumer satisfaction, and contribute to economic aspects (Wibowo, 2016). Therefore, performance can be understood as the result obtained from the implementation of the work that has been given. This definition not only includes what is done, but also involves the process of carrying out certain work until it achieves the desired results. The dimension of employee performance is divided into two types, namely (Wibowo, 2016): Task performance or task performance. Task performance is defined as the level of effectiveness related to the implementation of an activity that contributes to the core operations or activities of the company, Contextual performance or contextual performance. Contextual performance is defined as a task or work that is not formally included in personal responsibility but involves the participation of a volunteer. The goal of contextual performance is to complete the overall organizational tasks by collaborating between workers.

Job Satisfaction

Job satisfaction is an emotional condition that is pleasant or unpleasant when employees evaluate their work (Sunyoto, 2015). In this perspective, job satisfaction includes pleasant or unpleasant feelings and emotions that arise when employees look at their work. This definition emphasizes that job satisfaction is a relative attitude related to liking or disliking something. There are several dimensions of job satisfaction that

provide an overview of the characteristics of work that can be responded to by a person (Luthans, 2011). These dimensions include the following: Work itself: Focus on aspects of the job that should provide interesting tasks, opportunities for learning, and opportunities to take on responsibilities. Pay: Highlights the view of wages that are considered reasonable and appropriate within the organization. Promotion Opportunities: Assessing opportunities for advancement in the organizational structure. Supervision: Includes the role of a supervisor who has the ability to provide technical assistance and support behavior. Workers: Emphasizing the existence of colleagues who have technical expertise and provide social support in the work environment.

RESEARCH METHODS

Sample / Participants; The population in this study is the number of employees in Bandung City in 2023, which is 679,688 people (BPS, 2024). Sampling is needed when the population has a large scale and researchers cannot study all elements in the population. Determination of the number of samples in this study was determined using the Slovin formula. By using the Solvin formula, the sampling number that will be used in this study is 399 respondents who are employees in Bandung City.

Instruments; The items in this questionnaire are adapted from previous literature written by (Haider et al., 2018). Each variable was taken from different sources, for the Work-Life Balance variable was taken from (Haider et al., 2018; Wu et al., 2013) research as many as 9 statement items with 2 control statements, the job satisfaction variable was taken from (Haider et al., 2018; Scott et al., 2003) research as many as 6 statement items with 2 control statements, and the employee performance variable was taken from (Haider et al., 2018; Wright et al., 2007) research as many as 4 question items with 2 control questions.

Table 1. Indicators and Questions

Variables	Indicator	Questions
<i>Work-Life Balance</i>	WLB1	There is a good fit between my personal life and work life
	WLB2	There is a good fit between my family life and work life
	WLB3	I receive support and recognition from family members
	Control Question (R1)	I do not receive support and recognition from my supervisor
	WLB4	There is a good fit between my job and my personal health
	WLB5	I am able to do my job and not burnout
	WLB6	This job enables me to continue living where I live now
Employee Performance	Control Question (R2)	I feel that my job is incompatible with the knowledge I have learned
	WLB7	I have sufficient emotional energy for the job
	KK1	To what extent this employee developed and maintained high performance goals over the past (one year) evaluation period?
	Control Question (R3)	To what extent do you feel that you were unable to overcome problems that arose during the last evaluation period (one year)?

Variables	Indicator	Questions
Job Satisfaction	Control Question (R4)	To what extent do you feel you are unable to prioritize work?
	KK2	Overall, how would you rate this employee's performance over the past (one year) evaluation period?
	KEP1	How satisfied are you with how you get along with others on your team
	Control Question (R5)	I feel that the salary given is not on time
	KEP2	How satisfied are you with how you and your teammates work together
	KEP3	How satisfied are you with the opportunity to make friends with your teammates
	Control Question (R6)	I feel that my supervisor does not help provide solutions if employees are having work problems
	KEP4	How satisfied are you with the decisions made by you and your teammates

Data collection procedures; The data collection technique in this study used a questionnaire distribution in the form of a google form link to the sample. Questionnaire or questionnaire is a data collection method that involves submitting a series of questions or written statements to respondents to get answers or responses from them. The scale used in this study, namely using the Likert Scale from 1 to 7 to measure a person's attitudes, opinions, and perceptions regarding social phenomena that occur among them.

Data analysis; Respondent data collection was obtained from distributing questionnaires to 432 respondents, and there were only 419 valid ones. This study uses the Partial Least Square-Structural Equation Modeling (PLS-SEM) method where this concept is able to simultaneously test the relationship between latent structures in a linear relationship with existing parameters. Instrument quality testing is done through Convergence Validity Test, Discriminant Validity Test, and Reliability Test. Hypothesis testing in SEM-PLS using the t test.

RESULTS AND DISCUSSIONS

Result

Respondent's Characteristics

Respondent characteristics include various backgrounds owned by research participants. These characteristics include gender, age, marital status, location of the company where the respondent works, and the respondent's business sector. These results can be seen in Table 2 below:

Table 2. Respondent's Characteristics

Category	Characteristic	Frequency	Percentage
Gender	Male	174	42%
	Female	245	58%

Category	Characteristic	Frequency	Percentage
Age	< 25 Years	123	29%
	25 – 35 Years	136	32%
	35 – 45 Years	145	35%
	45 – 55 Years	14	3,3%
	> 55 Years	1	0,24%
Marital Status	Married	273	65%
	Not Married	146	35%
Company Area of Employment	Northern Bandung	99	24%
	Eastern Bandung	106	25%
	West Bandung	133	32%
	Southern Bandung	81	19%
Business Sector	Wholesale and Retail Trade	151	36%
	Processing Industry	138	33%
	Information and Communication	130	31%

Based on Table 2, the total number of respondents in this study was 432 people, with 419 of them meeting the criteria. In terms of gender characteristics, the majority of respondents are women, amounting to 58%. The age of most respondents is in the range of 35 - 45 years, which is 35%. Most respondents were married, at 65%. In addition, most respondents work in the Western Bandung area, at 32%. The business sector of the respondents' place of work is mostly wholesale and retail trade at 36%.

Results of Analysis of Research Variables

Descriptive analysis was used to describe the condition of work-life balance, employee performance, and job satisfaction among employees in the city of Bandung. This study uses data analysis based on an interval scale obtained from the highest and lowest score range values divided into the categories used. Based on these calculations, data for each indicator is obtained based on the average results of each indicator described in Table 3 below:

Table 3. Analysis of Research Variables

Measurement Item	Variable	Mean	Std. Deviation	Description
WLB1	Work-life Balance	5,501	0,930	High
WLB2		5,566	1,314	High
WLB3	Employee Performance	5,945	1,276	Very High
R1		3,663	1,800	Enough
WLB4		5,284	1,307	High
WLB5		5,069	1,765	High
WLB6		5,427	1,481	High
R2		3,857	1,766	Enough
WLB7		5,372	1,255	High
KK1	Job Satisfaction	5,594	1,190	High
R3		3,897	1,548	Enough
R4		3,976	1,709	Enough
KK2		5,618	1,356	High
KEP1		5,828	1,024	Very High
R5		3,842	1,918	Enough

Measurement Item	Variable	Mean	Std. Deviation	Description
KEP2		5,661	1,043	High
KEP3		5,885	0,893	Very High
R6		3,747	1,838	Enough
KEP4		5,690	1,188	High

Based on Table 3, the mean and standard deviation results for work-life balance variables show that all statements are in the excellent category. The statement with the smallest mean for the work-life balance variable is WLB5, namely "I am able to do my job and am not exhausted". For the employee performance variable, all statements are also in the excellent category, with question KK1, "To what extent did you develop and maintain high performance goals during the last evaluation period (one year)?" having the smallest mean. In the job satisfaction variable, all statements show an excellent category, and the KEP2 statement, "I am satisfied with how my teammates and I work together" has the smallest mean. The results show that the mean value per indicator from the descriptive analysis of these variables is in the excellent or very high range.

The Evaluation of Outer Model (Validity and Reliability Test)

In the process of measuring validity and reliability, there are question items in this study that are not included in the calculation because the outer loading is less than 0.70 so that it is assumed to be invalid and reliable in Table 4 below:

Table 4. Questionnaires that are not included

Variable	Indicators	Questions
Work-Life Balance (X)	R1	I do not receive support and recognition from my supervisor
	R2	I feel that my job is incompatible with the knowledge I have learned
Employee Performance (Y)	R3	To what extent do you feel that you were unable to overcome problems that arose during the last evaluation period (one year)?
	R4	To what extent do you feel you are unable to prioritize work?
Job Satisfaction (X)	R5	I feel that the salary given is not on time
	R6	I feel that my supervisor does not help provide solutions if employees are having work problems

A construct or variable is considered valid if the outer loadings value exceeds 0.70 (Hair et al., 2021). Meanwhile, a construct is declared reliable if the Cronbach's alpha value is more than 0.70. Average Variance Extracted (AVE) indicates reliability if it reaches at least 0.50 (Hair et al., 2021). The validity and reliability results can be seen in Table 5 below:

Table 5. Validity and Reliability Test Results

Variable	Indicators	Outer Loadings	Cronbach's Alpha	Composite Reliability	AVE
Work-Life Balance (X)	WLB1	0,740	0,854	0,889	0,534
	WLB2	0,734			
	WLB3	0,723			

Variable	Indicators	Outer Loadings	Cronbach's Alpha	Composite Reliability	AVE
Employee Performance (Y)	WLB4	0,739	0,732	0,882	0,788
	WLB5	0,717			
	WLB6	0,728			
	WLB7	0,734			
	KK1	0,890			
	KK2	0,886			
	Job Satisfaction (Z)	KEP1			
	KEP2	0,788			
	KEP3	0,790			
	KEP4	0,731			

From Table 5, it can be seen that the work-life balance variable (X) is measured using 7 valid measurement items, with outer loadings ranging from 0.717 to 0.740. The level of reliability of this variable is acceptable, indicated by the Cronbach's alpha and composite reliability values which are both above 0.70. The AVE value is also met with a value of 0.534 which exceeds 0.50. The employee performance variable (Y) is measured using 2 valid measurement items, with outer loadings between 0.886 and 0.890. The reliability level of this variable is also acceptable, with Cronbach's alpha and composite reliability values both above 0.70. The AVE value is also met with a value of 0.788 which exceeds 0.50. The job satisfaction variable (Z) is measured using 4 valid measurement items, with outer loadings between 0.731 and 0.791. The level of reliability of this variable is acceptable, indicated by the Cronbach's alpha and composite reliability values which are both above 0.70. The AVE value is also met with a value of 0.601, which exceeds 0.50.

Structural Model Output

The structure of the outer model is made using the Smart PLS 3 software. The structure can be seen in Figure 1 below:

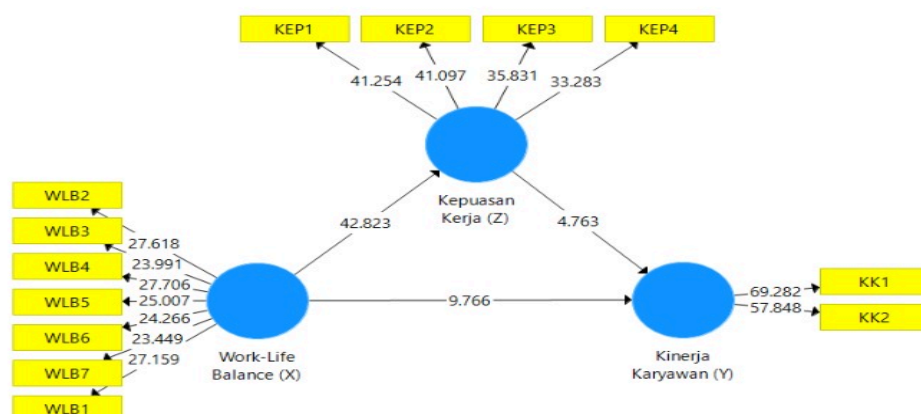


Figure 1. Structural Model

Figure 1 is the structure of the outer model to prove whether each variable has a significant influence or not. Based on (Hair et al., 2021), the variable that has a

significant influence has a t-value above 1.96. The Work Life Balance variable has a t-value of 9,766 for employee performance and a t-value of 42,823 for job satisfaction. Meanwhile, the job satisfaction variable has a t-value of 4,763 on employee performance. This shows that there is a significant influence on each variable because all three variables have a t-value above 1.96.

Hypothesis Test

Hypothesis testing is done by checking the p value between variables. If the p value is less than 0.05, then there is a significant influence between these variables. Testing the relationship between variables can be done by looking at the f square value. The f square value indicates the direct variable effect at the structural level, with the criteria that f square 0.02 is considered low, 0.15 moderate, and 0.35 high (Hair et al., 2021).

Table 7. Hypothesis Test Result

Hipotesis	Path Coefficient	P Value	F Square
H1: Work-life balance → Employee Performance	0,533	0,000	0,289
H2: Work-life Balance → Job Satisfaction	0,766	0,000	1,417
H3: Job Satisfaction → Employee Performance	0,282	0,000	0,081

Based on Table 7, the first hypothesis (H1) is significantly verified, indicating an influence between work-life balance on employee performance that has a moderate to high level of significance at the structural level (path coefficient = 0.533; p value < 0.05; f square = 0.289). Any change in work-life balance will affect employee performance. The second hypothesis (H2) is verified significantly, indicating an influence between work-life balance on job satisfaction which has a moderate to high level of significance at the structural level (path coefficient = 0.767; p value < 0.05; f square = 1.417). Any change in work-life balance will affect job satisfaction. The third hypothesis (H3) is verified significantly, indicating an influence between job satisfaction and employee performance which has a low to moderate level of significance at the structural level (path coefficient = 0.282; p value < 0.05; f square = 0.081).

Mediation Test

In SmartPLS versions 3 and 4, there is no output that specifically shows the mediation effect for mediation testing, so the mediation effect size using the f square value is not available. (Lachowicz et al., 2018) recommends using the upsilon v mediation effect size with the following formula:

$$\begin{aligned} & \boxed{\beta_{mx^2} \cdot \beta_{my^2}} (1) \\ & = (0,766)^2 \cdot (0,282)^2 \\ & = 0,046 \end{aligned}$$

The interpretation of the upsilon v statistical value refers to the advice from (Ogbeibu et al., 2020), where a value of 0.0175 is considered high, 0.075 is considered medium, and 0.01 is considered low. The following are the mediation test results listed in Table 8:

Table 8. Mediation Test Result

Hipotesis	Path Coefficient	P Value	Upsilon V
H4: Work-life Balance → Job Satisfaction → Employee Performance	0,218	0,000	0,046

Based on Table 8, the fourth hypothesis (H4) is verified by the influence between work-life balance on employee performance through job satisfaction, with a path coefficient of 0.218 and a p value of 0.000 (< 0.05). The upsilon v value shows a high influence with a value of 0.046.

Discussion

The quality of human resources often reflects the quality of a company. One of the factors that can be measured from the quality of the human resources is the performance of the company's employees. This study intends to examine one of the factors that affect employee performance in companies in the city of Bandung, namely the influence of work-life balance and job satisfaction which mediate the relationship. The results of the study show that work balance and job satisfaction directly and significantly affect employee performance, and work-life balance through job satisfaction has a direct and significant influence on employee performance. Work-life balance has a positive and significant impact on employee performance. This study shows that work-life balance has a positive and significant effect on employee performance in the city of Bandung, with a p value of 0.000 which is smaller than 0.05. The higher the work-life balance, the better the employee's performance. These findings are consistent with research by (Erdogan et al., 2022), (Preena & Preena, 2021), and (Faisal et al., 2022). Work-life balance also has a positive and significant influence on job satisfaction. Research shows that work-life balance has a significant effect on job satisfaction in the city of Bandung, with a p value of 0.000 which is less than 0.05. The higher the work-life balance, the higher the job satisfaction. These results are consistent with research by (Alves et al., 2024), (Arif & Farooqi, 2014), and (Rathi & Islam, 2024). Job satisfaction has a positive and significant impact on employee performance. This study shows that job satisfaction has a significant effect on employee performance in the city of Bandung, with a p value of 0.000 which is smaller than 0.05. The higher the job satisfaction, the better the employee's performance. These findings are in line with research by (Talukder & Galang, 2021), (Buntaran et al., 2019), and (Khan et al., 2012). Work-life balance has a positive and significant effect on employee performance through job satisfaction as an intervening variable. The study shows that work-life balance has a significant effect on employee performance through job satisfaction, with a p value of 0.000 which is less than 0.05 and a upsilon v value of 0.046. This shows that an increase in work-life balance will increase job satisfaction, which ultimately improves employee performance. These findings are consistent with research by (Haider et al., 2018), (Udin, 2023), and (Suci et al., 2022).

CONCLUSION, SUGGESTION, AND LIMITATION

Based on empirical findings on work-life balance variables, companies in the city of Bandung are expected to improve the balance between work and personal health of employees. This can be done by providing additional facilities such as a gym or garden for exercise and refreshing the mind, so that employees are not too tired. Based on empirical findings on employee performance variables, companies in the city of Bandung are expected to improve and maintain high employee performance by updating facilities according to the company's needs and capabilities. Based on empirical findings on job satisfaction variables, companies in the city of Bandung are expected to strengthen bonds or relationships between employees to avoid dissatisfaction when working with fellow teammates. This can be achieved through training conducted in groups, giving free time to share opinions or personal opinions, and sharing knowledge.

For the next researcher, it is recommended to add other variables such as support from family, support from superiors, life satisfaction, commitment to the organization, and work motivation. These variables are important to consider because the theory of work-life balance and job satisfaction is important for employee performance. The research can then expand the research object to obtain more general results, use other analysis software to ensure the validity of the results, and consider the use of mixed methods to gain a deeper understanding of the topic being studied.

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