



Effect of Work Life Balance on Employee Performance through Job Satisfaction as an Intervening Variable

Shelma Najwa Thalia^{1*}, Eloah Bahiroh², Ali Imron³, Amiruddin⁴, Asro bin Harun⁵

Universitas Sultan Ageng Tirtayasa, Indonesia¹

Universitas Sultan Ageng Tirtayasa, Indonesia²

Universitas Sultan Ageng Tirtayasa, Indonesia³

Universitas Sultan Ageng Tirtayasa, Indonesia⁴

Universitas Sultan Ageng Tirtayasa, Indonesia⁵

Corresponding Email: shelmanajwaa@gmail.com*

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Abstract

This study's backdrop is the state of workers who are doing worse, supposedly as a result of a work-life imbalance that affects their level of job satisfaction. The purpose of this study is to evaluate and assess how work-life balance affects employee performance at PT Mitra Grafika Perdana, using job satisfaction as an intervening variable. The Partial Least Squares-Structural Equation Modeling (PLS-SEM) analysis tool, which is processed using SmartPLS 4.0 software, is utilized in this quantitative research methodology. 52 employees made up the overall sample size, which was obtained by employing the saturated sampling approach, which involves sampling the entire population. Questionnaires, observations, interviews, and documentation studies were used to gather data. The findings demonstrated that: (1) Work-Life Balance has a positive and significant effect on Employee Performance; (2) Work-Life Balance has a positive and significant effect on Job Satisfaction; (3) Job Satisfaction has a significant effect on Employee Performance; and (4) Job Satisfaction can mediate the effect of Work-Life Balance on Employee Performance. "Thus, a good Work-Life Balance will increase Job Satisfaction, which has an impact on improving Employee Performance.

Keywords: Work Life Balance; Job Satisfaction; Performance; PLS-SEM; Employee

Introduction

Employee performance is one of the leading indicators in determining the success of an organization in achieving its goals (Abd-Elrahman et al., 2025). In an era of increasingly competitive business environments, companies are not only required to manage financial and operational aspects, but also need to pay attention to factors that affect the productivity of their human resources (Wang et al., 2025). One important factor that has an influence on performance is the company's ability to create a balance between professional and personal

life, known as work-life balance. This balance is becoming increasingly crucial due to the high demands of work and the company's expectations of individual performance. When employees feel that their lives are dominated by work without any room for personal interests, the risk of fatigue and decreased job satisfaction becomes unavoidable.

PT Mitra Grafika Perdana, a company engaged in the trade sector of machine parts, is one example that illustrates the challenge of maintaining balance between work demands and employees' personal lives. Based on the company's internal data in 2023, there has been a gradual decline in performance over the past four months. Through observations and interviews, several main causes were found, including excessive working hours without overtime compensation, high workload, and pressure to complete tasks that often exceeded the normal working time limit. This situation not only led to a decline in performance but also caused lower levels of employee job satisfaction. Employees have begun experiencing begin to experience physical and mental fatigue, difficulty sleeping due to target pressure, and lack of quality time for themselves and their families.

Based on the aforementioned conditions, the author is interested in exploring these issues further. In addition, this research is also based on the results of previous studies, namely referring to (Windika Putri & Frianto, 2023), (Pratiwi & Fatoni, 2024), (Isa & Indrayati, 2023), which found that work-life balance has a positive and significant effect on employee performance. Meanwhile, according to research conducted by (Tobiin et al., 2024), (Rochim, 2019), and (Saifullah, 2020) work-life balance does not affect employee performance.

Several studies found a positive and significant relationship,ff while other studies showed that work-life balance has no direct influence on employee performance. To overcome this research gap, the variable of job satisfaction is included as an intervening variable to clarify the relationship between work-life balance and employee performance. In a theoretical context, this approach is strengthened by the theory of job satisfaction from (Locke, 1976), which states that an individual's perception of work is largely determined by his or her experience and life balance. When employees feel that the company provides space for personal life, recognizes contributions, and creates a supportive work environment, it will create a feeling of satisfaction with the work they do. This job satisfaction is then the main impetus for employees to contribute optimally and improve work performance.

Based on this background, this study was conducted to test and analyze the effect of work-life balance on employee performance, with job satisfaction as an intervening variable. This study focused on employees of PT Mitra Grafika Perdana and is expected to make theoretical and practical contributions, both in the development of academic studies and in the implementation of managerial policies that have a direct impact on employee performance.

Effect of Work Life Balance on Employee Performance through Job Satisfaction as an Intervening Variable

Literature Review

Employee Performance

Employee performance is the result or achievement of work that shows the effectiveness and efficiency of individuals in completing the tasks and responsibilities given by the organization. (Robbins, 2016) states that performance is the ability of employees to complete tasks by their responsibilities to achieve company goals. Good performance will be reflected in the achievement of work targets, efficient use of time, and contribution to organizational growth. Employee performance is not only judged by the end result, but also by how the process of carrying out the task is carried out. Based on (Robbins, 2016), employee performance indicators include:

1. Quality is thoroughness, accuracy, and work results that meet high standards.
2. Quantity is the amount of work completed in a certain period.
3. Timeliness is the ability to complete work according to a predetermined schedule.
4. Effectiveness is the extent to which tasks and responsibilities are completed with optimal use of resources.
5. Independence is the ability of employees to work independently without relying excessively on supervision.

Work-Life Balance

Work-Life Balance (WLB) is a concept that describes the extent to which a person can balance responsibilities in personal and professional life without experiencing excessive pressure from either aspect. (Greenhaus et al., 2004) Explains that life balance can be achieved through proportional management of time, energy, and commitment between work and private life. A good Work-Life Balance will create harmony in carrying out various roles, so that individuals can feel satisfied on both sides of their lives.

According to (Rahmadani et al., 2023), WLB also reflects the way a person allocates time for work and for personal life, where there are potential conflicts and potential energy that can arise. Thus, someone who has a high work-life balance is not only able to fulfill work and personal obligations proportionally, but also feels satisfied and motivated in living both. (Ricardianto, 2018) adds that WLB is a system in the work environment that aims to create a balance between work and personal life, by emphasizing the importance of integration, not just time-sharing. Indicators of work-life balance according to (Rahmadani et al., 2023) consist of:

1. Time shows how much time is devoted to work compared to time for personal matters. Time imbalances often lead to conflict and burnout.
2. Behavior describes the individual's ability to act following the roles assumed in the two domains of life, namely work and family.
3. Tension assesses the level of psychological and emotional distress employees feel when there is a clash between work and personal life responsibilities.
4. Energy reflects the level of energy available to perform activities outside of work after completing professional obligations.

Job Satisfaction

Job satisfaction is an important factor in human resource management because it determines how much employees feel satisfied, comfortable, and motivated in carrying out their work. (Afandi, 2021) defines job satisfaction as a positive psychological and emotional state felt by individuals towards their work (Astuti et al., 2025). This satisfaction can arise from personal achievement, appreciation, social relationships at work, and supportive working conditions. A similar opinion was also conveyed by (Neza & Rivai, 2020), who stated that job satisfaction is emotional and affects a person's attitude and morale. Employees who are satisfied with their jobs tend to show high initiative, while dissatisfied employees are more prone to decreased performance (Afandi, 2021). Categorizes job satisfaction indicators as follows:

1. Work is the extent to which employees feel that their work is challenging, meaningful, and by with their personal abilities.
2. Wages are the level of satisfaction with the financial compensation received, both in terms of amount and fairness.
3. Supervisor is the perception of the leadership style, support, and involvement of superiors in daily work activities.
4. Coworkers are the quality of social interaction and support received from fellow employees in the work environment.

Research Method

This study uses a quantitative methodology to examine how work-life balance affects employee performance directly as well as indirectly through the mediating variable of job satisfaction. 52 permanent employees of PT Mitra Grafika Perdana are the focus of the study. Saturated sampling, which uses the complete population as a sample, is the sampling method employed. Primary data generated from interval-scale questionnaires (scores 1–10 using the agree-disagree scale technique) and secondary data gathered from books, journals, and corporate records are among the data types employed. Direct observation, unofficial staff interviews, and documentation studies were also carried out to support the findings. Prior to distributing the instrument to all respondents, 30 respondents underwent validity and reliability testing utilizing outer model analysis to make sure the questionnaire items satisfied construct validity and reliability standards. Using SmartPLS 4.0 software, the data analysis method applies the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach.

Result

Testing the causal relationship between two or more variables in a study is done through path analysis, which methodologically is an extension of the multiple linear regression analysis approach to identify direct and indirect effects between variables.

Effect of Work Life Balance on Employee Performance through Job Satisfaction as an Intervening Variable

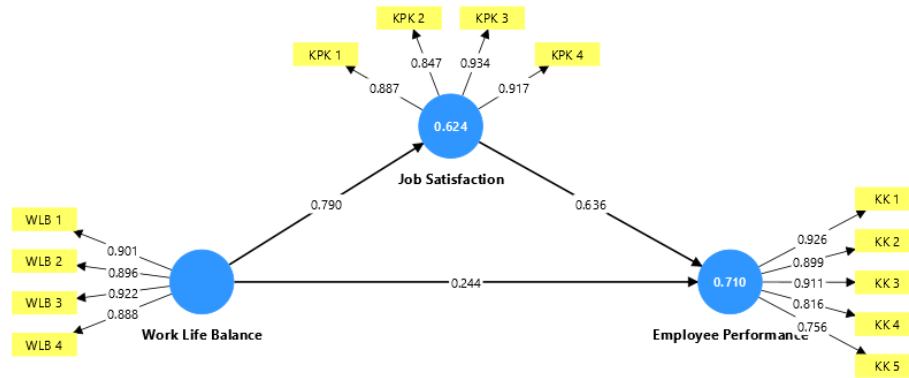


Figure 1. Measurement of Outer Loading Value

Based on Figure 1, all outer loading values of indicators on work-life balance variables, job satisfaction, and employee performance show values above 0.5, which indicates that each indicator is declared valid.

Table 1. Measurement of AVE Value

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Job Satisfaction	0.918	0.927	0.943	0.804
Employee Performance	0.913	0.916	0.936	0.746
Work-Life Balance	0.923	0.928	0.946	0.813

According to the data processing results, each variable's Average Variance Extracted (AVE) value is greater than 0.5, indicating that it satisfies the requirements for discriminant validity.

Table 2. Measurement of Cross Loading Value

Indicators	Job Satisfaction	Employee Performance	Work-Life Balance
KK 1	0.738	0.926	0.623
KK 2	0.736	0.899	0.731
KK 3	0.720	0.911	0.698
KK 4	0.673	0.816	0.659
KK 5	0.711	0.756	0.502
KPK 1	0.887	0.680	0.696
KPK 2	0.847	0.676	0.622
KPK 3	0.934	0.829	0.811
KPK 4	0.917	0.775	0.688
WLB 1	0.743	0.665	0.901
WLB 2	0.631	0.669	0.896
WLB 3	0.776	0.742	0.922
WLB 4	0.688	0.611	0.888

Each indicator's loading value on the associated variable is greater than its loading value on the other variables. The data processing results demonstrate this, leading to the conclusion that every indication satisfies the requirements for discriminant validity.

Table 3. Reliability Test

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Job Satisfaction	0.918	0.927	0.943	0.804
Employee Performance	0.913	0.916	0.936	0.746
Work-Life Balance	0.923	0.928	0.946	0.813

Based on the data in Table 5, the Cronbach's Alpha, Composite Reliability, and rho-A values for each variable fulfill the requirements, indicating that all variables in this study are trustworthy.

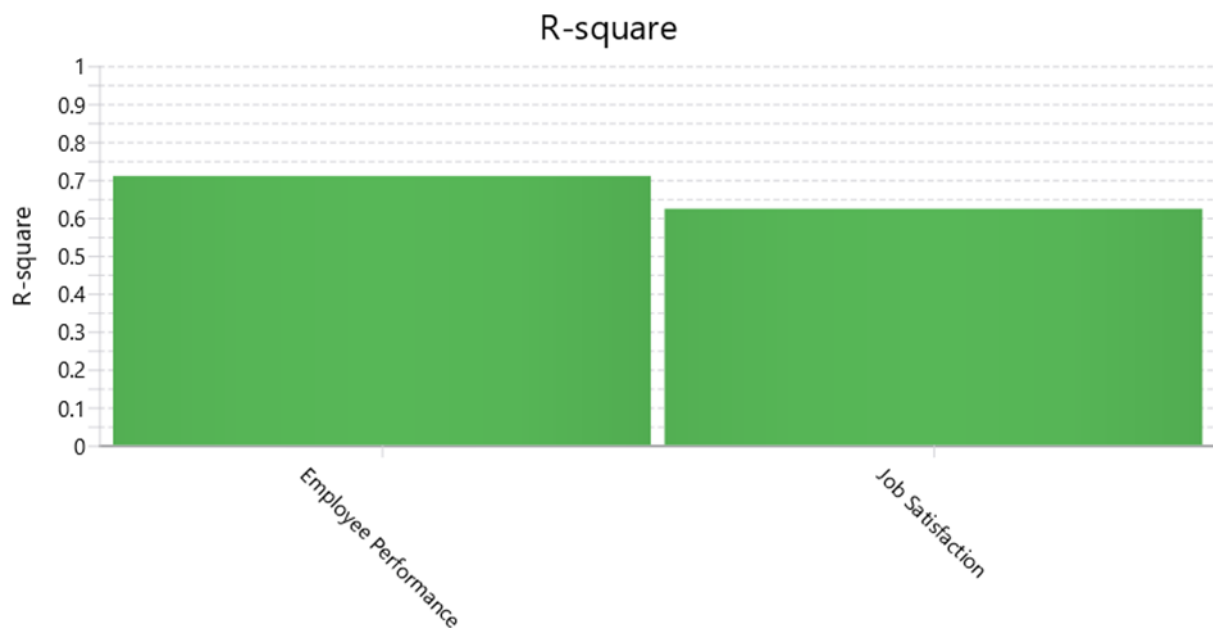


Figure 2. R-Square Test Graph

Table 4. R-Square Test

	R-square	R-square adjusted
Job Satisfaction	0.624	0.616
Employee Performance	0.710	0.698

Based on the inner model testing findings, the R-square value of 0.624 for the job satisfaction variable suggests that work-life balance accounts for 62.4% of the variation. The R-square value of 0.710 for the employee performance variable suggests that job satisfaction

Effect of Work Life Balance on Employee Performance through Job Satisfaction as an Intervening Variable

and work-life balance account for 71.0% of the variation, with the remainder impacted by factors outside the model.

Table 5. Path Coefficient Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work-Life Balance -> Employee Performance	0.244	0.259	0.123	1.979	0.048
Job Satisfaction -> Employee Performance	0.636	0.625	0.125	5.083	0.000
Work-Life Balance -> Job Satisfaction	0.790	0.788	0.055	14.307	0.000

Referring to the data output in Figure 8, the following results were obtained:

- The results indicate that work-life balance has a positive and significant effect on employee performance. This is demonstrated by a parameter coefficient value of 0.244 (positive) and a p-value of $0.048 < 0.05$. Therefore, the first hypothesis is accepted.
- The research results indicate that work-life balance has a positive and significant effect on job satisfaction. This is evidenced by a parameter coefficient value of 0.790 (Positive) and a p-value of $0.000 < 0.05$. Therefore, the second hypothesis is accepted.
- The research results indicate that job satisfaction has a positive and significant effect on employee performance. This is demonstrated by a parameter coefficient value of 0.636 (Positive) and a p-value of $0.000 < 0.05$. Therefore, the third hypothesis is accepted.

Table 6. Specific Indirect Effect Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work-Life Balance -> Job Satisfaction -> Employee Performance	0.503	0.493	0.109	4.604	0.000

Based on the results of data processing in Figure 8, it is obtained that the indirect effect of work-life balance (X) on employee performance (Y) through job satisfaction (Z) is 0.503 (positive). The p-value of $0.000 < 0.05$ indicates that the effect is significant. Thus, the job satisfaction variable acts as a mediator that strengthens the relationship between work-life balance and employee performance.

Table 7. Variance Accounted For (VAF)

Pengaruh Tidak Langsung		
1	Work Life Balance -> Kepuasan Kerja -> Kinerja Karyawan	0.503
Pengaruh Langsung		
1	Work Life Balance -> Kinerja Karyawan	0.244
2	Work Life Balance -> Kepuasan Kerja	0.790
3	Kepuasan Kerja -> Kinerja Karyawan	0.636
Pengaruh Total		

1	Work Life Balance -> Kepuasan Kerja -> Kinerja Karyawan (0.503 + 0.244)	0.747
VAF = Pengaruh Tidak Langsung/Pengaruh Total		
1	VAF = Work Life Balance (0.503/0.747)	0.673

In an effort to determine the form or type of mediation that occurred in this study, the researcher used the Variance Accounted For (VAF) analysis approach to determine the proportion of total influence explained by the mediation path, in this case job satisfaction as the intervening variable. Based on the VAF calculation results, it is known that job satisfaction plays a partial mediating role in the relationship between work-life balance and employee performance, with a VAF value of 67%. This value indicates that part of the influence of work-life balance on employee performance is channeled through job satisfaction. This means that both the direct and indirect influence pathways are significant, but the contribution of the indirect pathway through job satisfaction is greater than the direct influence (Hair et al., 2017).

Discussion

Effect of Work-Life Balance on Employee Performance

The results show that the relationship between work-life balance and employee performance has a positive and significant effect with a t-statistic of 1.979 and a p-value of 0.048, which means that the first hypothesis (H1) is accepted. It can be concluded that work-life balance positively and significantly impacts employee performance. The results of research conducted by (Henriques & Samagaio, 2024) show that the balance between work and personal life encourages employees to be more focused and productive in carrying out their duties. Similar findings were obtained from research (Harbi, 2020), which states that optimal implementation of work-life balance can reduce fatigue levels, so that productivity and work effectiveness can increase. Conflicts between work and personal life that have the potential to hinder performance can also be minimized through work-life balance, as found by (Wang et al., 2025). The imbalance between the two aspects causes pressure that can hinder task completion. However, when this balance is achieved, tasks and responsibilities can be managed better without causing excessive burden, which ultimately has a positive impact on employee performance. The effectiveness of time management is also one of the main benefits of work-life balance, as stated by (Windika Putri & Frianto, 2023). Excessive workload often makes employees sacrifice their personal lives, which leads to physical and mental fatigue. Conversely, a good balance allows work to be completed in a more focused and efficient manner without disturbing other aspects of life. Research conducted by (Zerlina & Budiono, 2024) further corroborates these findings. The results of the study showed that improving work performance

Effect of Work-Life Balance on Job Satisfaction

The results show that the relationship between work-life balance and job satisfaction has a positive and significant effect with a t-value of 14.307 and a p-value of 0.000, meaning that the second hypothesis (H2) is accepted. Research conducted by (Haar et al., 2014) shows that employees who have a balance between work and personal life experience lower levels of

Effect of Work Life Balance on Employee Performance through Job Satisfaction as an Intervening Variable

work fatigue and feel more satisfied with their jobs. This balance also allows them to live a more harmonious life, which ultimately increases happiness and motivation at work. These findings are reinforced by research dde, which shows that work-life balance has a positive and significant impact on job satisfaction. When employees have flexibility in their work and sufficient time for their personal lives, their levels of satisfaction and productivity at work increase. The implementation of good work-life balance also helps reduce fatigue levels due to heavy workloads, allowing employees to enjoy their work more optimally. Research conducted by (Wulandari & Hadi, 2021) yielded similar results. Employees who are able to maintain a balance between work and personal life tend to have higher levels of job satisfaction. Better time and energy management allows them to avoid excessive workloads and unnecessary stress. When employees have sufficient time for their personal lives, such as spending time with family, pursuing hobbies, or resting properly, their satisfaction with their work increases.

Effect of Job Satisfaction on Employee Performance

The results showed that the relationship between job satisfaction and employee performance had a positive and significant effect with a t-value statistic of 5.803 and a p-value of 0.000, indicating that the third hypothesis (H3) is accepted. Research conducted by (Goswami & Dsilva, 2019) shows that a work environment that provides rewards, clear career opportunities, and positive working relationships contributes to increased job satisfaction. This increase in satisfaction ultimately has an impact on increasing employee motivation and effectiveness at work. Conversely, job dissatisfaction can potentially reduce employee performance. Similar results were obtained in a study conducted by (Steven & Prasetyo, 2020), which stated that job satisfaction has a positive and significant influence on employee performance. Employees who are satisfied with their work tend to have higher motivation, stronger loyalty, and better productivity. One of the main factors influencing job satisfaction is fair compensation, a conducive work environment, harmonious relationships with colleagues and superiors, and growth opportunities. When employees feel valued and receive working conditions that align with their expectations, optimal performance becomes easier to achieve. Research conducted by (Rachman, 2021) further supports these findings. Employees who are satisfied with their work are more motivated to complete tasks, have lower levels of work fatigue, and demonstrate higher loyalty to the organization. Conversely, dissatisfaction at work often leads to high work pressure, which impacts the effectiveness of work. Similar findings were also obtained in a study conducted by (Pawirosumarto et al., 2017). Job satisfaction was found to have a positive and significant relationship with employee performance. Factors such as the work environment, leadership style, and organizational culture also play a role in creating a conducive work atmosphere. Support from supervisors and colleagues contributes to increasing comfort in the work environment, which ultimately encourages employees to work more optimally. Research conducted by (Hadi et al., 2018) further reinforces these findings. Job satisfaction was found to have a positive and significant impact on employee performance. Employees who are satisfied with their work environment, receive support from their superiors, and have growth opportunities are more likely to demonstrate better performance toward the organization.

The Mediating Effect of Job Satisfaction on The Relationship Between Work-Life Balance and Employee Performance

The results showed that the relationship between work-life balance and employee performance mediated by job satisfaction had a positive and significant effect with a t-statistic value of 4.604 and a p-value of 0.000, which shows that the fourth hypothesis (H4) is accepted. Research conducted by (Sholihin & Ratmono, 2021) shows that when employees feel satisfied with how they manage their time between work and personal life, they tend to perform better, have higher emotional attachment to the company, and greater enthusiasm in achieving organizational goals. Similar findings were obtained in a study conducted by (Asari, 2022), which confirmed that job satisfaction acts as a mediator in the relationship between work-life balance and employee performance. Employees with high job satisfaction tend to be more engaged in their work, more productive in completing tasks, and have greater loyalty to the organization. Conversely, when the balance between work and personal life is disrupted, work fatigue levels increase, negatively impacting employee satisfaction and performance. The results of a study conducted by (Ingsih et al., 2022) also show that job satisfaction as an intervening variable can mediate the relationship between work-life balance and employee performance. High levels of job satisfaction contribute to increased employee loyalty and work effectiveness. A work environment that provides recognition and a good balance between work and personal life encourages employees to perform at their best. This aligns with research conducted by (Dalila & Hadi, 2024), which found that job satisfaction is the primary factor linking work-life balance to employee performance. Employees who are satisfied with their work demonstrate higher engagement, greater motivation in completing tasks, and stronger loyalty to the organization. Conversely, an imbalance between work and personal life has the potential to increase work fatigue, which ultimately impacts performance. Additionally, this study also reveals that high levels of job satisfaction enable employees to work with greater focus and productivity. A supportive work environment and recognition from the company are factors that encourage employees to be more enthusiastic in performing their duties and better equipped to handle work challenges. This directly impacts improved work effectiveness. Research conducted by (Sutrisno, 2015) supports these findings, with results showing that job satisfaction as an intervening variable plays a role in mediating the relationship between work-life balance and employee performance. Employees who are satisfied with their work are more motivated to perform optimally, have higher loyalty to the company, and are less likely to experience burnout due to work-related stress. Conversely, an imbalance between work and personal life can reduce job satisfaction, which negatively impacts employee performance. In addition to influencing performance, high job satisfaction is also known to enhance work effectiveness and reduce employee absenteeism. Employees who feel valued and receive benefits commensurate with their efforts are more likely to demonstrate good performance, exhibit high dedication, and effectively tackle workplace challenges.

Conclusion

This study was conducted to analyze the effect of work-life balance on employee performance, with job satisfaction as a mediating variable. The results showed that work-life

Effect of Work Life Balance on Employee Performance through Job Satisfaction as an Intervening Variable

balance has a positive and significant influence on employee performance. The more balanced work and personal life employees feel, the better the resulting performance. In addition, work-life balance also has a positive and significant effect on job satisfaction. This means that employees who feel a balance in carrying out work and personal life roles tend to feel more satisfied with their jobs. Job satisfaction is also proven to have a positive and significant effect on employee performance. This means that when employees feel satisfied, it has an impact on improving performance. Furthermore, this study shows that job satisfaction significantly mediates the relationship between work-life balance and employee performance. Thus, work-life balance not only has a direct impact on performance, but also indirectly through job satisfaction. These results confirm that work-life balance, as well as job satisfaction, are important factors that influence employee performance.

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Effect of Work Life Balance on Employee Performance through Job Satisfaction as an Intervening Variable

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