

## The Effect of Person-Job Fit and Work-Life Balance on Job Satisfaction and Employee Performance at Puskesmas Kubu I Karangasem Bali

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**Abstract**— The increasing complexity of workplace demands and individual expectations has made the alignment between Person–job fit and work–life balance have emerged as key concerns in contemporary organizational management. This study examines how the alignment between individual characteristics and job requirements, together with employees' ability to balance work and personal life, affects job satisfaction and ultimately influences employee performance at Puskesmas Kubu. I, Karangasem, Bali. A quantitative approach was employed using path analysis to examine causal relationships, with data collected through a census of 65 employees. The instrument passed validity and reliability tests and was analysed using SPSS v26. Findings reveal: (1) The findings indicate that both person–job fit and work–life balance have a positive and significant impact on job satisfaction and employee performance. In addition, job satisfaction plays a mediating role in strengthening the relationship between person–job fit and employee performance, while it does not function as a mediator in the relationship between work–life balance and performance. Based on these insights, two key recommendations are proposed: first, enhance Person-Job Fit by aligning job roles with individual competencies and needs; second, improve Work-Life Balance policies to sustain employee well-being and performance.

**Keywords:** Job Satisfaction, Performance, Person-Job Fit, Work-Life Balance

### 1. INTRODUCTION

Primary healthcare services play a strategic role in strengthening national health systems, particularly in developing countries such as Indonesia, where Puskesmas function as the frontline institutions for delivering preventive, promotive, curative, and rehabilitative healthcare services. The increasing demand for healthcare services, coupled with limited human resources and administrative pressures, places substantial workloads on healthcare workers in primary care settings. Previous studies indicate that healthcare employees frequently experience high job demands, emotional exhaustion, and role overload, which negatively affect job satisfaction and performance if not adequately managed [1][2]. Therefore, understanding factors that support optimal employee performance in Puskesmas has become an urgent organizational and policy concern.

Although human resource factors have been widely studied, existing research tends to

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examine determinants of employee performance in isolation. Studies on Person–Job Fit (P–J Fit) or Work–Life Balance (WLB) are often conducted separately and predominantly within private-sector organizations such as corporations, banking institutions, or higher education environments. Limited empirical evidence simultaneously investigates the combined effects of P–J Fit and WLB on Job Satisfaction and Employee Performance, particularly within government-owned primary healthcare institutions. Moreover, research focusing on rural or semi-rural Puskesmas remains scarce, despite these facilities facing distinct operational pressures compared to urban healthcare organizations [3][4]. This indicates a clear gap in the literature regarding integrated human resource models applicable to public primary healthcare settings in Indonesia.

This study positions itself by integrating Person–Job Fit and Work–Life Balance within a single analytical framework to explain their direct and indirect effects on Job Satisfaction and Employee Performance. Unlike previous studies that emphasize individual variables or focus on non-health sectors, this research contextualizes human resource dynamics within a Puskesmas setting, where professional demands, social responsibility, and institutional rigidity intersect. By applying path analysis, this study extends prior empirical findings and offers a more comprehensive understanding of how alignment between employee characteristics, job demands, and life balance mechanisms jointly shape performance outcomes in public healthcare organizations [1].

Accordingly, This study seeks to examine how person–job fit and work–life balance influence job satisfaction, as well as to assess the role of job satisfaction in mediating their effects on employee performance at Puskesmas Kubu I, Karangasem, Bali. Using a quantitative design and path analysis, the research aims to provide theoretical insights for the development of more integrated human resource management models within the public healthcare sector and practically to provide evidence-based recommendations for enhancing employee well-being, organizational effectiveness, and the quality of primary healthcare services [5].

This study aims to examine the influence of Person–Job Fit and Work–Life Balance on Job Satisfaction, and how these variables subsequently affect Employee Performance at Puskesmas Kubu I, Karangasem, Bali. Using a quantitative research design and path analysis approach, this study contributes theoretically to the development of human resource models in the public health sector and provides practical recommendations for improving employee well-being and service quality [6].

## 2. THEORETICAL REVIEW

### 2.1. Person Job Fit

Person–job fit refers to the fit between an individual and the work they do at work [6]. The fit between an employee's abilities and the demands of a given job [7]. This definition includes aspects of compatibility between employee needs and existing job facilities, as well as how employee abilities can meet the demands of the job. Person–job fit is important because the more the individual's characteristics match the work performed, the higher the individual's productivity, satisfaction, and performance. The importance of the fit of employee characteristics with their jobs [8][9]. The match between task characteristics and the individual's ability to carry out these tasks can improve performance and reduce pressure at work [8]. Conversely, mismatches can lead to low performance and stress in the work system.

Indicators of person–job fit include several things, including: (1) Knowledge, which is information that changes or underlies a person's actions; (2) Skill, which refers to the ability to apply knowledge in practice to produce work value; (3) Ability, which relates to the physical ability to complete tasks; (4) Social skills, the ability to interact both verbally and non-verbally with a positive mindset; (5) Personal needs, which include a person's physical, social, psychological, and functional needs; (6) Values, which refer to values in

profit-oriented or non-profit organisations; (7) Interest, which shows attention and activity towards certain objects based on needs that must be met; and (8) Personality traits, which refer to an individual's tendency to respond to stimuli in a consistent manner[10].

## **2.2. Work Life Balance**

Work-life balance refers to the balance between work roles and personal life. This balance involves compatibility between the two roles, such as the role as a worker and family member [5]. Work-life balance is achieved when a person is satisfied in fulfilling their work and life roles [4]. Emphasises the importance of harmony between work life and personal life that supports each other, not clashing [11]. Work-life balance is achieved when individuals can manage time and energy to meet work demands and life needs fairly [12]. An imbalance can lead to stress, burnout, and decreased work performance. This balance is important to support psychological well-being and optimal work performance [13]. Work-life balance involves an individual's ability to balance work responsibilities with personal needs, including time, energy, and attention. Imbalances can lead to role conflicts that impact mental health and interpersonal relationships [14].

The indicators of work-life balance consist of three main dimensions, namely: (a) Time Balance, which refers to an individual's ability to divide time proportionally between work and personal life. Time imbalance can trigger conflicts that affect individual well-being; (b) Involvement Balance, which shows the emotional involvement and commitment of individuals to work and personal life. An imbalance of involvement can lead to dissatisfaction in both areas; and (c) Satisfaction Balance, which relates to an individual's level of satisfaction with their roles in work and personal life. Low levels of satisfaction can negatively impact productivity and mental well-being [11].

## **2.3. Job Satisfaction**

Job satisfaction is a positive emotional state derived from an individual's appraisal of his or her job or work experience [15]. It encompasses the feelings of pleasure that arise when individuals' expectations and needs are met through their work. Job satisfaction is a person's general attitude towards his or her job, which is formed from an assessment of various aspects of the job, such as pay, working conditions, relationships with co-workers, and career development opportunities [16]. Job satisfaction as the degree to which a person dislikes or likes his or her job, reflecting the relationship between expectations and reality experienced at work [17]. Job satisfaction plays an important role in increasing productivity, reducing work stress, and creating a harmonious work environment. Job satisfaction is also influenced by financial, non-financial aspects, and interpersonal relationships at work [13]. In other theory, job satisfaction depends on the match between expectations and reality experienced at work [16]. Factors such as interpersonal relationships, career opportunities, and appreciation from superiors greatly affect the level of job satisfaction of employees. Individual evaluations of their jobs based on experience and results obtained determine the level of job satisfaction [18].

Indicators of job satisfaction include: (a) The Job Itself, which includes the extent to which the job provides challenge, variety, and opportunities for responsibility and skill development; (b) Compensation, which includes salary, benefits, and other incentives received by employees; (c) Relationships with Colleagues, which indicates the quality of interpersonal relationships in the workplace; (d) Development Opportunities, which include opportunities for career development such as training and promotion; and (e) Working Conditions, which include the physical and psychological environment of a comfortable, clean, and safe workplace [17].

#### 2.4. Employee Performance

Employee performance refers to the level of task achievement that reflects how well individuals fulfil their job responsibilities [19]. This performance involves effectiveness and efficiency in carrying out work. Employee performance includes the quality and quantity of work results achieved in carrying out tasks in accordance with the responsibilities given [20]. Factors that influence performance include motivation, ability, personality, as well as the work environment and organisational policies. Performance as a real contribution made by individuals to achieve organisational goals, which can be measured through productivity, quality of work, and achievement of work targets [21][22]. Employee performance is a result-oriented work behaviour, in which individuals actively demonstrate efforts to achieve work goals [23]. Performance reflects an individual's ability to adapt, solve problems, and work in teams [24]. Performance is a measure of the extent to which individuals meet or exceed organisational expectations, involving responsibility, dedication, and understanding of tasks [25]. Performance is a manifestation of individual efforts to achieve agreed targets, both from quantitative and qualitative aspects [26].

Indicators of employee performance include: (a) Productivity, which measures the extent to which employees produce quality output according to targets within a certain time; (b) Work Quality, which includes the conformity of work results with the standards set by the organisation; (c) Timeliness, which assesses the employee's ability to complete tasks according to the specified schedule; (d) Collaboration and Cooperation, which measures the employee's ability to work in a team and contribution to cooperation; and (e) Innovation and Creativity, which includes the employee's ability to provide new ideas and solve problems in innovative ways [27].

Factors that affect employee performance include: (1) Job Satisfaction, which impacts motivation, loyalty, and work productivity; (2) Organisational Commitment, which relates to an employee's contribution to the progress of the organisation; (3) Work Culture and Organisational Values, which can boost morale and create a supportive environment; (4) Work-life Balance, which affects job satisfaction, stress resilience, and employee loyalty; and (5) Person-job Fit, which indicates how well a person's abilities, values, and personality fit with the job [28].

### 3. RESEARCH METHODS

This study employed a quantitative approach with a causal-explanatory design to examine the effects of Person-Job Fit (X1) and Work-Life Balance (X2) on Job Satisfaction (Y1) and their implications for Employee Performance (Y2). The analytical framework was tested using path analysis to identify both direct and indirect relationships among variables, with Job Satisfaction positioned as a mediating variable. The significance of the mediation effect was evaluated using the Sobel test with a critical value of  $Z \geq 1.96$  at  $\alpha = 0.05$ . The population comprised all 65 employees of Puskesmas Kubu I, Karangasem, Bali. Given the relatively small population size, this study applied a census sampling technique, whereby the entire population was included as research respondents to ensure data accuracy and eliminate sampling bias.

Data were collected using a structured questionnaire with a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). The measurement indicators were adapted from validated instruments in previous studies. Person-Job Fit was measured using eight indicators reflecting knowledge, skills, abilities, values, interests, and personality characteristics. Work-Life Balance was measured through six indicators covering time balance, involvement balance, and satisfaction balance. Job Satisfaction was assessed using five indicators related to job characteristics, compensation, coworker relations, development opportunities, and working conditions. Employee Performance was measured using five indicators representing productivity, quality of work, timeliness,

cooperation, and innovation.

Prior to hypothesis testing, the research instruments were first evaluated through validity and reliability testing. Item validity was examined using the Pearson Product–Moment correlation, with a minimum acceptable coefficient of 0.30, while internal consistency was assessed using Cronbach's Alpha, adopting a threshold value of 0.60. All measurement items satisfied these requirements. Data were analyzed using SPSS version 26. Descriptive statistics were employed to describe respondents' characteristics and the distribution of research variables. For hypothesis testing, inferential analysis was conducted by performing classical assumption tests—including normality, multicollinearity, and heteroscedasticity—followed by path analysis to examine the structural relationships among variables. The mediating role of job satisfaction was subsequently tested using the Sobel procedure.

**Research Model: Path Analysis Framework**

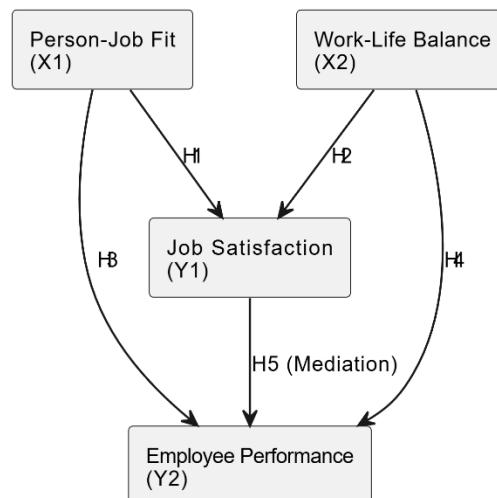


Figure 1. Path Analysis Framework

## 4. RESULTS AND DISCUSSION

### 4.1. Result

Table 1. Validity and Reliability Test Results

Variable	Indicator	Validity Test		Reliability Test	
		Regression Coefficient	Description	Cofesient	Description
Person-job fit (X1)	X1.1	0,585	Valid	0,777	Reliable
	X1.2	0,640	Valid		
	X1.3	0,645	Valid		
	X1.4	0,770	Valid		
	X1.5	0,603	Valid		
	X1.6	0,665	Valid		
	X1.7	0,646	Valid		
	X1.8	0,584	Valid		
Work-life balance (X2)	X2.1	0,767	Valid	0,760	Reliable
	X2.2	0,697	Valid		
	X2.3	0,604	Valid		
	X2.4	0,644	Valid		
	X2.5	0,699	Valid		
	X2.6	0,664	Valid		

Job Satisfaction (Y1)	Y1.1	0,669	Valid	0,831	Reliable
	Y1.2	0,847	Valid		
	Y1.3	0,821	Valid		
	Y1.4	0,855	Valid		
	Y1.5	0,675	Valid		
Employee Performance (Y2)	Y2.1	0,774	Valid	0,781	Reliable
	Y2.2	0,759	Valid		
	Y2.3	0,806	Valid		
	Y2.4	0,592	Valid		
	Y2.5	0,772	Valid		

Source : Processed data (2025)

Table 1 summarizes the outcomes of the validity and reliability assessments. All indicators measuring Person-Job Fit, Work-Life Balance, Job Satisfaction, and Employee Performance obtained correlation values above the minimum criterion of 0.30, indicating that each item adequately represents its construct. In addition, the Cronbach's Alpha coefficients for all variables exceed 0.60, demonstrating acceptable internal consistency. These findings confirm that the measurement instruments employed in this study are both valid and reliable, and therefore appropriate for subsequent statistical analysis.

Table 2. Normality Test

One-Sample Kolmogorov-Smirnov Test		
Unstandardised Residual		
N		65
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.47355494
Most Extreme Differences	Absolute	.145
	Positive	.145
	Negative	-.077
Test Statistic		.145
Asymp. Sig. (2-tailed)		.200 <sup>c</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source : Processed data (2025)

Based on table 2, it can be concluded that the *Asymp. Sig. (2-tailed)* of 0.200 >  $\alpha = 0.05$ . This result means that the data has a normal distribution and has fulfilled the normality requirements in the regression model.

Table 3. Multicollinearity Test

Coefficients <sup>a</sup>			
Model	Collinearity Statistics		
	Tolerance	VIF	
1	X1	.451	2.218
	X2	.545	1.835
	Y1	.528	1.893

a. Dependent Variable: Y2

Source : Processed data (2025)

Table 3 shows that the *tolerance* value of the *person job fit*, *work life balance* and job satisfaction variables is greater than 0.10, while the VIF value is less than 10, so it can be concluded that there are no multicollinearity symptoms in the regression model.

Table 4. Heteroscedasticity Test

Coefficients <sup>a</sup>						
Model	Unstandardised Coefficients			Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.181	1.244		-.949	.346
	X1	.079	.048	.303	1.651	.104
	X2	-.011	.059	-.033	-.195	.846
	Y1	-.003	.050	-.012	-.069	.945

a. Dependent Variable: Y2

Source : Processed data (2025)

The Kolmogorov–Smirnov normality test indicates an Asymp. Sig. (two-tailed) value of 0.200, which exceeds the 0.05 significance level, suggesting that the residuals follow a normal distribution (see Table 2). The assessment of multicollinearity shows that all independent variables have tolerance values above 0.10 and variance inflation factor (VIF) values below the critical threshold of 10, indicating the absence of multicollinearity in the regression model (Table 3). Furthermore, the Glejser test produces significance values greater than 0.05 across all predictors, confirming that the model does not exhibit heteroscedasticity, indicating the absence of heteroscedasticity (Table 4). Overall, the regression model satisfies the classical assumption requirements.

The data from presented in Table 4, the heteroscedasticity assessment using the Glejser test shows that the significance values for Person–Job Fit, Work-Life Balance, and Job Satisfaction are all above the 0.05 threshold. These results indicate that the regression model does not suffer from heteroscedasticity, suggesting that the variance of the error terms is constant across observations.

Table 5. Test Results of Direct and Indirect Effects

No	Relationship between Variables	Direct Effect	Indirect Effect	Total Effect	Sig	Description
1	<i>Person-Job Fit (X1) → Job Satisfaction (Y1)</i>	0,397	-	0,397	0,002	H1 accepted
2	<i>Work-Life Balance (X2) → Job Satisfaction (Y1)</i>	0,368	-	0,368	0,003	H2 accepted
3	<i>Person-Job Fit (X1) → Employee Performance (Y2)</i>	0,276	-	0,276	0,042	H3 accepted
4	<i>Work-Life Balance (X2) → Employee Performance (Y2)</i>	0,243	-	0,243	0,049	H4 accepted
5	<i>Job Satisfaction (Y1) → Employee Performance (Y2)</i>	0,307	-	0,307	0,015	H5 accepted
6	<i>Person-Job Fit (X1) → Job Satisfaction (Y1) → Employee Performance (Y2)</i>	-	0,122 (0,397*0,307)	0,122	-	H6 accepted

7	<i>Work-Life Balance (X2)</i> $\rightarrow$ <i>Job Satisfaction (Y1)</i> $\rightarrow$ <i>Employee Performance (Y2)</i>	-	0,113 $(0,368*0,307)$	0,113	-	H7 is rejected
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Source : Processed data (2025)

Based on the Path Analysis results from the substructure 1 and substructure 2 tests, the final path model can be described as Figure 1 below.

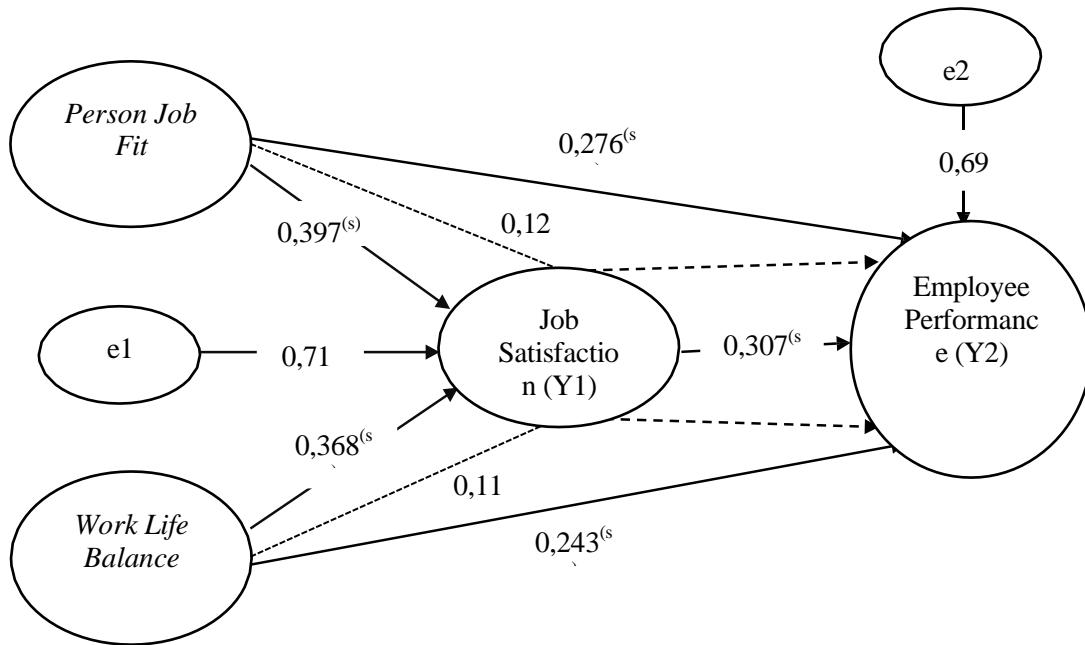


Figure 2. Path Analysis Model

$$\begin{aligned} \text{Error Term (e1)} &= \sqrt{1 - R_1^2} \\ &= \sqrt{1 - 0,483} \\ &= 0,719 \end{aligned}$$

$$\begin{aligned} \text{Error Term (e2)} &= \sqrt{1 - R_2^2} \\ &= \sqrt{1 - 0,514} \\ &= 0,697 \end{aligned}$$

The results of the path analysis are summarized in Table 5. Person-Job Fit has a significant positive effect on Job Satisfaction ( $\beta = 0.397$ ;  $p = 0.002$ ) and Employee Performance ( $\beta = 0.276$ ;  $p = 0.042$ ). Work-Life Balance also significantly affects Job Satisfaction ( $\beta = 0.368$ ;  $p = 0.003$ ) and Employee Performance ( $\beta = 0.243$ ;  $p = 0.049$ ). Job Satisfaction has a significant positive effect on Employee Performance ( $\beta = 0.307$ ;  $p = 0.015$ ).

Regarding indirect effects, Job Satisfaction partially mediates the relationship between Person-Job Fit and Employee Performance, with an indirect effect value of 0.122. However, Job Satisfaction does not significantly mediate the relationship between Work-

Life Balance and Employee Performance, as the Sobel test value ( $Z = 1.94$ ) does not exceed the critical value of 1.96. The final path model is illustrated in Figure 2.

## 4.2. Discussion

### 4.2.1. The Effect of Person Job Fit on Job Satisfaction

The findings indicate that Person-Job Fit exerts a positive and statistically significant effect on job satisfaction among employees at Puskesmas Kubu I. Employees who perceive a strong alignment between their competencies, personal values, and job requirements tend to experience higher levels of satisfaction. This pattern is consistent with evidence reported in earlier studies [10] which confirms that good person-job fit increases employee motivation, comfort, and overall performance.

The findings indicate that Person-Job Fit has a positive and significant effect on Job Satisfaction, with a path coefficient of 0.397 and a p-value of 0.002. This suggests that the higher the congruence between an employee's skills, values, and personal attributes with the demands of their job, the higher their satisfaction. This result is theoretically consistent with Person-Environment Fit Theory, which posits that when individual capabilities align with organizational demands, psychological comfort and motivation increase, thereby enhancing satisfaction.

Empirically, this aligns with research by [9], which found that temporal alignment between job roles and personal expectations significantly boosts affective commitment and intrinsic motivation. The significance of this relationship in the context of Puskesmas, where job stress is high and task roles are multidisciplinary, emphasizes the need for structured recruitment and job-matching strategies to optimize job satisfaction.

### 4.2.2. Influence of Work-Life Balance on Job Satisfaction

The results showed that Work-Life Balance has a positive and significant effect on employee Job Satisfaction at Puskesmas Kubu I, with a direct effect value of 0.368, t value = 3.066, and significance of 0.003 ( $\leq 0.05$ ). This means that the better the balance between work and personal life that employees feel, the higher their level of job satisfaction.

This finding is in line with research [9], which confirms that time management, involvement, and satisfaction in two main roles-work and personal life-significantly improve well-being and job satisfaction. In general, Work-Life Balance at Puskesmas Kubu I is considered quite good, and contributes directly to increasing job satisfaction. Therefore, strengthening aspects of work-life balance is an important strategy to improve employee well-being and the quality of health services.

The results show that Work-Life Balance significantly influences Job Satisfaction, with a coefficient of 0.368 and a significance level of 0.003. This indicates that employees who experience a better balance between work and personal responsibilities tend to feel more satisfied with their jobs. The finding supports Role Balance Theory, which posits that satisfaction in one life domain reinforces satisfaction in another. The implication for Puskesmas is that flexible scheduling, adequate rest periods, and psychological support programs are essential to maintain employee satisfaction.

### 4.2.3. The Influence Of Work-Life Balance On Employee Performance Through Job Satisfaction

The results showed that Work-Life Balance has a positive effect on Employee Performance through Job Satisfaction at the Kubu I Health Centre. However, the indirect effect value is only 0.122, and the Sobel Test Z value = 1.94, smaller than the critical limit of 1.96 at the 5% significance level. This means that Job Satisfaction does not play a significant role as a mediating variable in the relationship. This finding is different from the results of previous research [14] which states that job satisfaction is able to be a

strong intermediary. In this context, employees assess that the balance between work and personal life has a direct impact on improving performance, without having to rely on the level of job satisfaction.

Thus, Work-Life Balance remains an important factor that directly improves employee productivity, focus and motivation. The direct effect of Person-Job Fit on Employee Performance was also found to be significant, with a coefficient of 0.276 and p-value of 0.042. This confirms that job performance improves when employees feel that their tasks align with their competencies, values, and expectations. According to Job Characteristics Theory, meaningfulness of work and perceived competence enhance engagement and task performance. This emphasizes the need for better HR placement and ongoing competency-based assessments in Puskesmas.

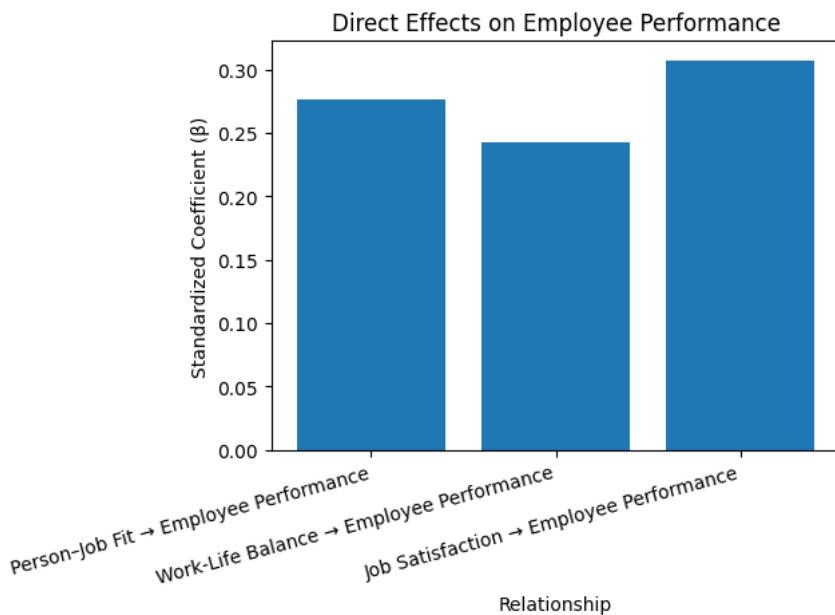


Figure 3. Direct Effect on Employee Performance  
Source : Processed data (2025)

Figure 3 illustrates the direct effects of Person-Job Fit, Work-Life Balance, and Job Satisfaction on Employee Performance based on the standardized path coefficients obtained from the analysis. The results show that Job Satisfaction has the strongest direct effect on Employee Performance ( $\beta = 0.307$ ), followed by Person-Job Fit ( $\beta = 0.276$ ) and Work-Life Balance ( $\beta = 0.243$ ). These findings indicate that while all three variables significantly contribute to employee performance, psychological and attitudinal factors reflected in job satisfaction play a more dominant role compared to structural factors related to job alignment and work-life balance. The graphical representation provides a clear comparison of the relative strength of each direct effect and supports the statistical results presented in the path analysis table.

## 5. CONCLUSION

This study demonstrates that both Person-Job Fit and Work-Life Balance play an important role in shaping Job Satisfaction and Employee Performance within a primary healthcare setting. A strong alignment between employees' attributes and job demands enhances job satisfaction and, in turn, improves performance, indicating a mediating role of Job Satisfaction in the Person-Job Fit-performance relationship. In contrast, Work-Life Balance contributes directly to Employee Performance without being significantly mediated by Job Satisfaction. These results suggest that employee performance is

influenced not only by formal job structures but also by the psychological congruence between individuals and their work, as well as their overall well-being. Nevertheless, this research is subject to several limitations, including the focus on a single community health center, the inclusion of a limited set of variables, and the use of a cross-sectional, self-reported data design, which may limit the broader applicability of the findings. Future studies are encouraged to examine a wider range of healthcare institutions, integrate additional organizational and psychological factors, and employ longitudinal or mixed-method designs to achieve a more robust and nuanced understanding of employee performance determinants in the healthcare sector.

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