

Job Satisfaction as a Mediator of Work-Life Balance and Employee Performance: Evidence From The Regional Financial and Asset Management Agency

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Abstract—This study stems from the growing awareness of the importance of maintaining a healthy balance between professional duties and personal life, particularly in enhancing job satisfaction and employee performance. The issue is especially pertinent at the Regional Financial and Asset Management Agency (BPKAD) of Badung Regency, where employees frequently face high workloads and tight deadlines. To examine this phenomenon, a quantitative research approach was adopted, employing the Partial Least Squares (PLS) method with SmartPLS 3 for data analysis. Out of a total population of 105 employees, 83 were randomly selected as respondents. The findings demonstrate that a well-maintained work-life balance significantly improves both job satisfaction and employee performance. Furthermore, job satisfaction emerges as a key determinant of productivity and serves as a mediating variable in the relationship between work-life balance and performance, strengthening the overall impact. Based on these insights, it is recommended that BPKAD Badung implement targeted strategies aimed at fostering a work culture that supports work-life balance and actively promotes employee satisfaction—two essential factors for enhancing individual performance and ensuring sustainable organizational growth.

Keywords : Employee Performance, Job Satisfaction, Work-Life Balance

1. INTRODUCTION

Organizations in the public sector, including BPKAD, have recognized the importance of work-life balance in improving employee well-being, job performance, and overall organizational productivity. However, achieving this balance remains a significant challenge. BPKAD Badung employees handle complex tasks such as budget planning, financial reporting, and regional asset management, often under tight deadlines. This leads to high workloads, long hours, and chronic stress, negatively impacting their well-being. Poor work-life balance results in increased stress, lower job satisfaction, and decreased productivity, while a supportive work environment boosts satisfaction, motivation, and effectiveness, leading to better organizational performance. Absenteeism data for 2024 shows an average employee tardiness rate of 50%, with a peak of 68% in January, highlighting the challenge of managing work-life balance in public sector organizations [1].

Numerous studies highlight the importance of balancing work and personal life to enhance employee satisfaction, motivation, and productivity, ultimately improving job performance. This balance can influence outcomes directly or indirectly through factors

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like job satisfaction. Research by [2] Research shows that achieving work-life harmony fosters better employee performance, well-being, and engagement, which positively impacts organizational outcomes. However, most studies focus on the private sector or health institutions, with limited research in the public sector, such as BPKAD. The rigid bureaucratic structure, hierarchical work system, and lack of flexible working hours in public institutions make it challenging to apply findings from other sectors. Maintaining work-life balance is crucial in reducing stress, increasing employee satisfaction, and improving performance. Employees who can balance professional and personal responsibilities tend to be more loyal and perform better, especially in government organizations where the work environment is less flexible.

This research aims to explore the relationship between work-life balance and employee performance at BPKAD Badung Regency, with a focus on job satisfaction as an intermediary factor within this relationship[3]. The study seeks to address theoretical and practical gaps in understanding how work-life balance in public sector organizations can influence performance by enhancing job satisfaction[4]. Using a quantitative method and Partial Least Squares (PLS) analysis, this research is expected to provide empirical insights that support the development of human resource policies in the government sector, as well as serve as a reference for similar agencies in creating a more balanced, productive, and employee welfare-oriented work environment[5]. Previous studies suggest that individuals who successfully balance work obligations with personal responsibilities often experience higher job satisfaction, reduced psychological stress, and improved overall performance[6]. [7] Additionally, work-life balance significantly influences employee performance, primarily through its positive effect on job satisfaction, which in turn fosters greater motivation, engagement, and productivity. Maintaining work-life balance has proven to be an effective strategy for improving employee efficiency and strengthening overall organizational effectiveness[8]. [9] suggests that maintaining Work-life balance significantly influences employee performance, chiefly through its positive effect on job satisfaction, which in turn fosters greater motivation, engagement, and overall productivity., reducing stress, and fostering greater organizational commitment. This research investigates the The research investigates how The research seeks to examine how A well-managed work-life balance significantly contributes to higher satisfaction at work and better workforce performance, indicating its vital role in promoting overall workplace effectiveness, aiming to identify its overall impact on workplace outcomes on employees outcomes both directly and indirectly through job satisfaction performance[10].

2. THEORETICAL REVIEW

2.1 Employee Performance

It is stated that employee performance refers to the outcomes generated from specific tasks or job responsibilities within a defined time frame, reflecting The standard and volume of the tasks accomplished [11]. Performance is understood as the outcome of an individual's efforts and behaviors in carrying out their responsibilities and achieving work-related goals their responsibilities roles or activities within an organization, shaped by multiple influencing factors, and directed toward achieving organizational objectives within a specific time frame [12]. The elements that influence employee performance are As detailed below: (1) Opportunities for advancement, (2) Employment stability, (3) Salary/Employee compensation, (4) Organizational Environment and Leadership, (5) Supervision, (6) Instrumental Job Factors, (7) Working conditions, (8) Social aspects of work, (9) Smooth communication, (10) Adequate facilities [13].

2.2 Work-Life Balance

Work-life balance refers to the ability to manage both career and personal responsibilities in a way that allows individuals to fulfill both effectively without one

domain consistently interfering with the other. It involves a harmonious approach to managing job and personal commitments, aiming for fulfillment and equilibrium in both aspects of life [14]. Achieving work-life balance requires effective time management and personal well-being, yet many employees struggle with balancing work demands and maintaining their health. In human resource management, maintaining this balance is crucial for supporting employee wellness, improving performance, and ensuring long-term organizational success [15]. Properly managed, work-life balance enhances productivity and reduces stress. It enables individuals to meet professional obligations while also attending to personal commitments like family, leisure, and other non-work interests [16]. By managing time effectively, employees can maintain harmony between their roles, minimizing conflict and ensuring both work and personal lives are well-balanced [17]. Work-life balance depends on several essential factors, with effective time management being one of the most influential, organizational support, flexible work arrangements, and a supportive family environment. Work-life balance, including time management, organizational support, flexible work arrangements, individual priorities, and the availability of supportive workplace policies [18].

2.3 Job Satisfaction

Job satisfaction refers to how individuals emotionally respond to various aspects of their job, such as assigned tasks, workplace atmosphere, salary, interpersonal relationships, and career advancement opportunities. It reflects how individuals perceive and feel about their job, often indicated through their attitudes and behaviors in the workplace. Job satisfaction is the level of contentment an employee experiences regarding their job, which is reflected in their conduct and interactions within the work environment [19]. In addition, job satisfaction is related to an employee's attitude toward their job, influenced by working conditions, interpersonal relationships among colleagues, recognition and rewards, as well as physical and psychological factors associated with the workplace [20].

The indicators of job satisfaction include [21], among others: (1) Job satisfaction is greatly influenced by the characteristics of one's tasks. Work that is engaging, purposeful, and aligned with individual strengths tends to foster higher motivation and fulfillment. (2) Wages serve as a tangible reward for work performed, with satisfaction often linked to whether the amount is perceived as fair, adequate, and aligned with one's needs and efforts. (3) Promotion opportunities contribute substantially to employee satisfaction, as clear career progression paths enhance a sense of achievement and long-term commitment to the organization. (4) Supervisor who provides clear direction and support plays a key role in ensuring tasks are completed according to organizational standards. (5) Colleagues who support one another in accomplishing tasks contribute to a positive work environment.

2.4 The Importance of Work-Life Balance in Enhancing Employee Performance and Job Satisfaction

Maintaining work-life balance plays a critical role in improving employee performance and well-being. Successfully managing both professional responsibilities and personal commitments leads to higher productivity, greater dedication to the organization, and fewer role-related conflicts [22]. Studies have shown a strong correlation between balanced living and improved work outcomes, highlighting how employees who manage both domains effectively tend to exhibit greater motivation, focus, and engagement [23]. This balance enhances their overall performance by reducing stress and increasing job satisfaction, which in turn positively impacts their job effectiveness and productivity [24].

Work-life balance is crucial in improving job satisfaction and overall workplace performance [25]. Managing work duties and personal life effectively allows employees to experience reduced stress, increased loyalty to their organization, and a higher level of

job satisfaction [26]. Previous research has shown that maintaining a balance between work and personal life is directly linked to job satisfaction [27]. Employees who manage this balance well tend to have better well-being, reduced stress, and more efficient job performance, leading to higher satisfaction levels and enhanced commitment to their organization [28].

Job satisfaction significantly impacts employee performance, as satisfied employees tend to be more motivated, efficient, and committed to their work [29]. Other research indicates that employees with higher job satisfaction demonstrate better performance, as satisfaction drives greater involvement and productivity [31]. Studies have shown a positive correlation between job satisfaction and performance, with satisfied workers often performing at higher standards. Organizations that prioritize factors contributing to job satisfaction, such as a supportive work environment and fair compensation, are more likely to see improved employee performance, leading to higher productivity and long-term success [32].

2.5 The Mediating Role Of Job Satisfaction In Linking Work-Life Balance To Employee Performance

Job satisfaction plays a critical mediating role in linking work-life balance to employee performance [33]. Achieving a balance between professional and personal responsibilities significantly improves job outcomes, with employees managing both domains effectively showing higher focus, motivation, productivity, and satisfaction [34]. This balance leads to greater workplace engagement and sustained performance improvements [35]. Work-life balance impacts employee performance both directly and indirectly, with job satisfaction acting as a key mediator [36]. Employees who manage work and personal life effectively tend to be more satisfied, contributing to better performance. Similarly, improvements in WLB enhance job satisfaction, which then positively affects employee performance [37]. Further supporting this, improvements in work-life balance boost job satisfaction, which positively affects performance [38]. Studies emphasize that job satisfaction is a crucial factor connecting work-life balance and employee performance, highlighting the need for organizations to support work-life initiatives. Supporting such initiatives leads to improved performance and enhances employee well-being, fostering a more productive and engaged workforce.

3. RESEARCH METHOD

The objective of this research is to examine the impact of work-life balance on employee performance at BPKAD Badung Regency, focusing on both its direct effects and the mediated influence through job satisfaction. A quantitative research method is used with a hypothesis-testing model to analyze the relationship between work-life balance, job satisfaction, and employee performance. The study population consists of 105 employees, with a sample of 83 selected using the Slovin formula and a 5% margin of error. Participants were chosen through disproportional random sampling from various departments. In this study, Work-life balance (X) is the independent variable, while job satisfaction (Z) serves as a mediator. Employee performance (Y) is the dependent variable. Data were obtained through standardized questionnaires with a 5-point Likert scale, as well as secondary data from official reports. The data was analyzed using SmartPLS software, which employed the Partial Least Squares (PLS) method to examine the validity of the measurement model and the Variance Accounted For (VAF) approach to test the mediating influence of work satisfaction.

4. RESULTS AND DISCUSSION

4.1 RESULTS

Data on respondent characteristics The The data collection process was carried out through questionnaire distribution to 83 targeted respondents. Table 5 presents an overview of the respondents' demographic profiles.

Table 1. Characteristics of Respondents

No	Characteristics	Number (people)	Percentage (%)
1.	Gender		
	a. Male	26	31,3
	b. Female	57	68,7
3.	Length of Service		
	a. 5-10 Years	19	22,9
	b. >10 Years	64	77,1
3.	Age		
	a. <26 years	6	7,2
	b. 26-35 years	20	24,1
	c. >35 years	57	68,7
4.	Education		
	a. High School/Vocation Al School	15	18,1
	b. Diploma	15	18,1
	c. Undergraduate	36	43,4
	d. Postgraduate	17	20,5

Source: Data processed (2025)

Table 1 shows that the majority of respondents at the Regional Agency for Financial and Asset Management in Badung Regency are female, comprising about two-thirds of the total participants. Most employees have long tenures, with many having been employed for over 10 years, indicating significant work experience within the institution. The age profile reveals that most respondents are above 35 years old, suggesting a workforce composed mainly of senior, experienced individuals. In terms of educational background, the majority of employees hold an undergraduate degree (S1), with a smaller portion having completed postgraduate studies (S2), reflecting a relatively high level of educational attainment among the staff.

Table 2. Validity and Reliability Test Results

Variable	Indicator	Validity Test		Reliability Test	
		Pearson Correlation	Description	Cronbach's Alpha	Description
Work-Life Balance (X1)	X1	0,879	Valid	0,721	Reliable
	X2	0,767	Valid		
	X3	0,768	Valid		
Job Satisfaction (Z)	Z1	0,905	Valid	0,922	Reliable
	Z2	0,921	Valid		
	Z3	0,852	Valid		
	Z4	0,850	Valid		
	Z5	0,839	Valid		
Employee Performance (Y)	Y1	0,854	Valid	0,888	Reliable
	Y2	0,879	Valid		
	Y3	0,853	Valid		
	Y4	0,840	Valid		
	Y5	0,736	Valid		

Source: Data processed (2025)

Table 2 shows that the Pearson correlation coefficients for the constructs of work-life balance, job satisfaction, and employee performance meet the required thresholds, demonstrating their interrelationships. Each construct's indicators exhibit factor loadings above the minimum acceptable value of 0.30, confirming that the constructs are reliably measured. Additionally, Cronbach's Alpha reliability coefficients for each variable exceed the minimum criterion of 0.60, indicating adequate internal consistency. These findings confirm that all items used to measure the variables are valid and reliable, ensuring the research instrument is appropriate for data collection.

Table 3. Outer Loading Check

Variables	Employee Performance	Work Life Balance	Job satisfaction
X1		0.872	
X2		0.769	
X3		0.773	
Y1	0.864		
Y2	0.879		
Y3	0.871		
Y4	0.858		
Y5	0.716		
Z1			0.915
Z2			0.930
Z3			0.857
Z4			0.841
Z5			0.824

Source: Data processed (2025)

According to the study results in Table 3, the validated instruments employed to measure work-life balance, job satisfaction, and employee performance displayed high dependability. The constructs were assessed using standard indicators, with outer loadings above 0.70, confirming the model's robustness and satisfactory convergent validity. This indicates that each indicator strongly reflects its respective construct, validating the appropriateness of the indicators for representing the variables in the model.

Table 4. Value and Square Root of AVE

Variables	Average Variance Extracted (AVE)	Square Root of AVE
Employee Performance	0.706	0.840
Work Life Balance	0.650	0.834
Job satisfaction	0.764	0.785

Source: Data processed (2025)

Table 4 demonstrates that each construct's AVE score above the 0.50 criterion, indicating good convergent validity. This suggests that the constructs explain a considerable percentage of the variance in the observed variables, validating their validity as indicators. The following stage involved comparing the square root of the AVE values for each concept with the inter-construct correlations to assess discriminant validity. This confirms that each construct satisfies the minimum requirement for convergent validity.

Table 5. *Cross Loading Results*

Variables	Employee Performance	Work Life Balance	Job satisfaction
X1	0.650	0.872	0.485
X2	0.628	0.769	0.505
X3	0.718	0.773	0.690
Y1	0.864	0.723	0.672
Y2	0.879	0.690	0.525
Y3	0.871	0.760	0.557
Y4	0.858	0.720	0.705
Y5	0.716	0.596	0.811
Z1	0.730	0.663	0.915
Z2	0.751	0.685	0.930
Z3	0.655	0.656	0.857
Z4	0.659	0.537	0.841
Z5	0.628	0.543	0.824

Source: Data processed (2025)

The cross-loading results in Table 5 show that each indicator has a stronger correlation with its associated construct than with others. This confirms that each construct demonstrates adequate discriminant validity, as the indicators are more representative of their own construct than of others.

Table 6. Correlation Value Between Constructs with AVE Square Root Value

Variables	Employee Performance	Work Life Balance	Job satisfaction
Employee Performance	0.840		
Work Life Balance	0.834	0.806	
Job satisfaction	0.785	0.709	0.874

Source: Data processed (2025)

Table 6 verifies discriminant validity, as the square root of each construct's AVE exceeds its correlations with others. variables in the model, meeting the Fornell-Larcker criterion. This supports the idea that each construct is conceptually and empirically distinct, demonstrating adequate discriminant validity in the research model.

Table 7. Parth Coefficients *Results*

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Life Balance -> Employee Performance	0.557	0.569	0.102	5.447	0.000
Work Life Balance -> Job satisfaction	0.709	0.717	0.050	14.107	0.000
Job satisfaction -> Employee performance	0.390	0.378	0.112	3.492	0.001

Source: Data processed (2025)

Table 7 Research indicates that work-life balance significantly improves employee performance ($\beta = 0.557$, $T = 5.447$, $p = 0.000$) and job satisfaction ($\beta = 0.709$, $T = 14.107$, $p = 0.000$). Job satisfaction significantly affects employee performance ($\beta = 0.390$, $T = 3.492$, $p = 0.001$). These findings show that both work-life balance and job

satisfaction play important roles in improving employee performance.

Table 8. Mediation Test Results

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Life Balance -> Job satisfaction -> Employee Performance	0.277	0.269	0.076	3.618	0.000

Source: Data processed (2025)

Table 8 The study found a substantial indirect influence of work-life balance on employee performance via job satisfaction ($\beta = 0.277$, $T = 3.618$, $p = 0.000$). This indicates that Job Satisfaction acts as a significant mediator, strengthening the impact of Work Life Balance on performance.

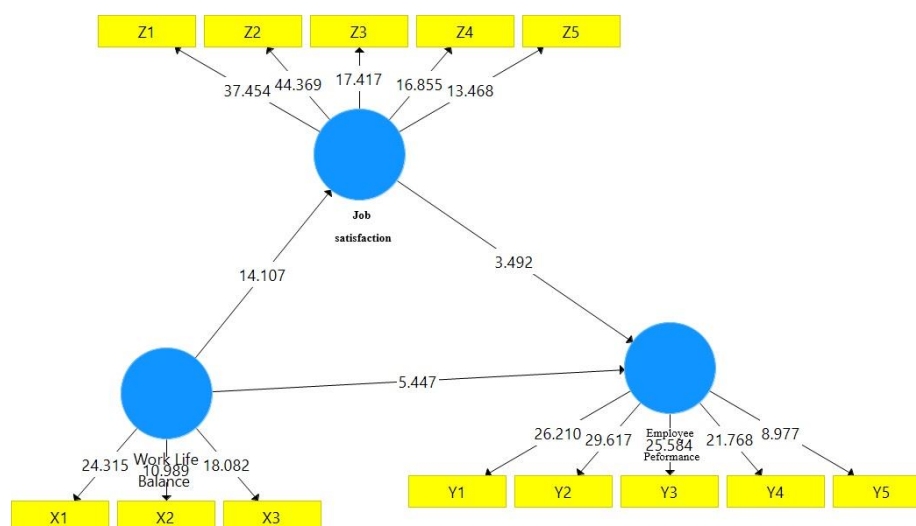


Figure 1. Research Model Results

4.2 DISCUSSION

4.2.1 The Effect of Work-Life Balance on Employee Performance

This study confirms that managing work-life balance effectively has a meaningful positive impact on employee performance at BPKAD Badung Regency. The statistical results—original sample = 0.557, t -statistic = 5.447, and p -value = 0.000—support the significance of this relationship. These results imply that employees who can effectively balance their professional obligations with personal responsibilities tend to have improved job performance. A well-balanced integration of work and personal responsibilities promotes improved job performance by boosting employee drive, attention, and efficiency. It also plays a vital role in supporting mental health, minimizing stress, and fostering greater satisfaction and loyalty to the organization.

The results reinforce the conclusions of prior studies by [39], Improved employee performance is closely linked to the successful maintenance of work-life balance. At BPKAD Badung Regency, employees effectively manage both work duties and personal responsibilities, demonstrating their ability to harmonize professional and personal life demands. This balance is measured through three key indicators: time balance (fair distribution of time), involvement balance (active engagement in both areas), and

satisfaction balance (contentment from both aspects of life). The data suggests that employees at BPKAD experience a strong work-life balance, reflecting an organizational culture that values employee welfare, which plays a crucial role in supporting optimal job performance.

4.2.2 The Connection Between Work-Life Balance and Job Satisfaction

Work-life balance has a considerable influence on employee job satisfaction at BPKAD Badung Regency, as evidenced by a path coefficient of 0.709, a t-statistic of 14.107, and a p-value of 0.000. This conclusion is consistent with previous research. For example [40] identified Work-life balance contributes positively to employees' overall job satisfaction. at PT Jasa Raharja (Persero), North Sulawesi Branch. In a similar vein, a balanced work-life dynamic, along with a supportive organizational environment, significantly contributes to employee satisfaction at Lavalette Hospital in Malang [41]. Taken together, these studies reinforce the general understanding that a stable integration of Balancing professional and personal life is essential determinant of job satisfaction.

This research evaluates work-life balance at BPKAD Badung Regency through three dimensions: time balance, involvement balance, and satisfaction balance. Time balance, which measures employees' ability to manage their schedules effectively, received the highest score. In contrast, satisfaction balance, reflecting employees' contentment with their work and personal life, received the lowest score, indicating room for improvement. The study highlights the importance of achieving balance in these areas to enhance job satisfaction, leading to better performance and organizational success.

4.2.3 Link Between Job Satisfaction and Employee Productivity

Job satisfaction was found to significantly enhance employee performance at BPKAD Badung Regency, as indicated by a coefficient of 0.390, a t-value of 3.492, and a p-value of 0.001. Employees who are more satisfied with their jobs generally show greater productivity, aligning with findings from [42] and [43]. This study defines job satisfaction at BPKAD as employees' contentment with various aspects of their job, such as responsibilities, pay, career growth, leadership support, and workplace relationships. The analysis reveals that employees are generally satisfied in these areas, indicating a supportive organizational climate that meets their expectations. Higher job satisfaction improves employee well-being, morale, dedication, and performance, resulting in a more positive work attitude and increased loyalty to the firm.

4.2.4 The Mediating Role of Job Satisfaction in The Relationship Between Work-Life Balance and Employee Performance

The study's results demonstrate Job satisfaction plays an important intermediary role in the relationship between work-life balance and employee performance at BPKAD Badung Regency. Work-life balance indirectly enhances performance by increasing job satisfaction. This mediating effect is supported by the indirect effect is statistically significant, as shown by a path coefficient of 0.277, a t-value of 3.618, and a p-value of 0.000. confirming its statistical significance. The results suggest that achieving equilibrium between professional obligations and personal life contributes not only to promotes greater employee well-being overall but also indirectly improves job performance through increased job satisfaction. Employees who effectively manage both domains tend to experience greater contentment in their roles, which in turn translates into higher performance levels [44].

Job satisfaction serves as a bridge between work-life balance and employee performance. It emphasizes the importance for organizations to create supporting measures that effectively blend work and personal duties. By implementing activities that encourage work-life integration and employee well-being, organizations can help

employees meet both work and personal needs. This approach boosts job satisfaction, which in turn enhances productivity and strengthens overall organizational performance.

These results align with the other study, which similarly found the study reveals Employee performance is significantly shaped by work-life balance, both directly and indirectly through the mediation of job satisfaction, which further amplifies the strength of this relationship [45].

5. CONCLUSION

This study demonstrates that having a balanced integration of professional and personal duties improves job satisfaction and performance at BPKAD Badung. Job satisfaction not only increases performance directly, but it also functions as a mediator between work-life balance and performance, emphasizing the critical need of creating work-life harmony for organizational effectiveness. The study shows how maintaining a healthy work-life balance can lead to better organizational outcomes. A planned approach to work-life balance substantially adds to employee welfare and the sustainability of institutional success. It enhances job satisfaction and employee performance, both directly and indirectly, by influencing key mediating factors. Practical initiatives such as flexible work schedules, professional growth opportunities, and merit-based evaluations may improve efficiency and productivity in the public sector. However, the study is limited to BPKAD Badung, which restricts the generalizability of the findings to other organizations or regions. The use of self-reported questionnaires may also introduce response bias. Future research could include additional variables like job stress, organizational culture, and employee engagement, and adopt qualitative or mixed methods to provide deeper insights into employee experiences and support adaptive, employee-centered human resource strategies.

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