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## Improving Employee Performance Through Work-Life Balance: a Study on the Mediation of Job Satisfaction and Work Stress at Pln Aceh Province

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### ABSTRACT

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**Objectives:** This study examines the relationships between Work-Life Balance (WLB), job satisfaction, work stress, and employee performance. The aim is to explore how WLB directly influences job satisfaction and employee performance, while also assessing the mediating role of job satisfaction and the moderating effect of work stress.

**Methodology:** A quantitative approach was used, employing a survey method. Data were collected from 160 employees of PLN in Aceh Province through simple random sampling, resulting in 135 valid responses. Structural Equation Modeling (SEM) was applied using SmartPLS to analyze the correlations between the variables.

**Findings:** The study reveals that WLB significantly enhances both employee performance (0.648) and job satisfaction (0.794). Moreover, WLB is negatively correlated with work-related stress (-0.221). Job satisfaction mediates the relationship between WLB and employee performance (0.11), while WLB indirectly boosts performance by reducing work stress (0.68).

**Conclusion:** Work-life adjust features a considerable positive affect on representative execution by cultivating work fulfillment and diminishing work-related push. Empowering WLB through adaptable approaches and wellness activities can upgrade worker well-being and contribute to made strides organizational execution.

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

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## INTRODUCTION

Employee performance is a critical determinant of organizational success, especially in achieving strategic objectives. In PLN Aceh Province, an organization responsible for ensuring a stable electricity supply to support regional economic and social activities, employee performance becomes even more pivotal. However, maintaining optimal performance in a high-pressure work environment presents significant challenges. One critical factor influencing employee performance is Work-Life Balance (WLB), which refers to the equilibrium between professional responsibilities and personal life.

Previous studies have demonstrated that WLB significantly contributes to employee motivation, productivity, and job satisfaction. Employees who can maintain this balance generally experience higher energy levels, greater motivation, and stronger commitment to the organization (Heriyadi et al., 2020; Singh et al., 2023). Research by Arfandi (2023) also supports the idea that good WLB improves job satisfaction, which, in turn, positively influences employee performance. However, while the direct relationship between WLB and employee performance has been extensively explored, research on this topic in high-pressure industries, such as the energy sector, remains limited. Most existing studies focus on corporate or office-based environments (Shabir & Gani, 2020), neglecting the unique challenges faced by employees in industries with high job demands, strict deadlines, and operational risks, such as PLN.

One critical component that can mediate the relationship between WLB and employee performance is job satisfaction. According to Irawanto et al. (2021), employees who are satisfied with their jobs due to a healthy WLB tend to show higher commitment to the organization, thereby enhancing their performance (Shabir & Gani, 2020). Job satisfaction not only serves as an indicator of effective WLB but also promotes organizational citizenship behaviors (Heriyadi et al., 2020).

Conversely, work stress can weaken the positive effects of WLB. High levels of stress can reduce motivation, lower energy levels, and hinder focus on work tasks. Studies by Aras et al. (2022) and Talukder et al. (2018) highlight the importance of organizational support in managing work stress to ensure that the positive impacts of WLB on performance can be maximized. Additionally, Singh et al. (2023) observed that employees experiencing high stress often struggle to maintain an effective work-life balance, which ultimately undermines their performance. However, there is still a lack of research on how work stress interacts with WLB and job satisfaction in high-pressure sectors like PLN, where operational demands and 24/7 responsibilities can exacerbate stress levels.

While the relationship between WLB and employee performance is well-established, there is limited understanding of how job satisfaction and work stress influence this relationship, both as mediators and moderators. Previous research has primarily focused on the direct impact of WLB on performance, often overlooking the complex interplay between job stress and job satisfaction. Moreover, comparative studies in Indonesia, particularly in energy-related industries, are scarce. Studies on WLB have been conducted in corporate and educational sectors (Irawanto et al., 2021), but few have examined industries where employees face intense workloads, unpredictable schedules, and critical service demands, such as PLN.

This study seeks to address this gap by examining how work stress functions as a moderator and job satisfaction acts as a mediator in the relationship between WLB and employee

performance, particularly within the context of PLN in Aceh Province. By investigating these moderating and mediating effects, this research aims to provide a deeper understanding of how WLB influences employee performance, highlighting the ways in which job satisfaction and work stress may either enhance or hinder the benefits of work-life balance. The findings of this study will contribute to the broader body of knowledge by emphasizing the significant impact of psychological factors in shaping the relationship between WLB and performance outcomes in high-pressure industries.

## Research Gap

Various scholars have investigated the association between Work-Life Balance (WLB) and worker execution, but a few angles stay hazy. Research has reliably appeared that WLB encompasses a positive affect on representative execution by upgrading inspiration, efficiency, and work fulfillment (Heriyadi et al., 2020; Singh et al., 2023). However, the intricate nature of this relationship, particularly the roles of job satisfaction as a mediator and work stress as a moderator, has not been adequately studied. Some of the key gaps identified include:

### 1. Limited Exploration of Mediating Mechanisms

While the direct relationship between WLB and performance is well-documented, fewer studies delve into how *job satisfaction* mediates this relationship. Research has suggested that job satisfaction is an important outcome of WLB and a driver of higher performance (Irawanto et al., 2021; Shabir & Gani, 2020). However, the extent to which job satisfaction strengthens or explains the WLB-performance relationship remains unclear, particularly in high-pressure work environments like PLN Aceh.

### 2. Underexplored Moderating Role of Work Stress

The influence of *work stress* in moderating the WLB-performance relationship has not been fully addressed. While it is acknowledged that high stress can undermine the benefits of WLB (Aras et al., 2022; Talukder et al., 2018), few studies have systematically examined how work stress interacts with WLB to impact performance. Understanding this moderating role is crucial, especially in organizations with demanding work environments.

### 3. Contextual Gap in High-Pressure Industries

Most WLB studies focus on general or low-stress work environments, leaving a gap in understanding how WLB impacts performance in high-stress settings like the energy sector. PLN Aceh operates under unique pressures, including time-sensitive tasks and high stakeholder expectations. The interplay between WLB, job satisfaction, work stress, and performance in such a context has yet to be thoroughly investigated.

### 4. Insufficient Focus on Organizational Policy Implications

Although many organizations implement WLB policies, the effectiveness of such policies in enhancing performance has not been adequately analyzed, particularly in high-pressure contexts. This study seeks to fill the existing gap by offering practical insights on how organizations such as PLN Aceh can optimize Work-Life Balance (WLB) strategies to enhance employee performance.

By tending to these crevices, the investigate looks for to improve the existing writing by advertising a comprehensive understanding into the affect of WLB on execution, with work

fulfillment serving as a go between and work stretch acting as a mediator. The findings will offer valuable perspectives for both scholars and practitioners looking to improve employee performance in challenging organizational settings.

## **LITERATURE REVIEW**

### **Work-life balance**

The balance between professional responsibilities and personal life (work-life balance or WLB) plays a crucial role in both employee performance and company profitability. Achieving this balance contributes to better employee well-being, including their mental health and productivity. Research has shown that when employees successfully manage this balance, they tend to experience greater job satisfaction and commitment, which positively affects their work performance (Bataineh, 2019; Salsa Putri Ramadhani, 2024; Shaari et al., 2022).

Particularly during and after the COVID-19 epidemic, flexible work arrangements like remote work and flexible hours are particularly beneficial in improving WLB. These programs draw and keep talent while enhancing productivity and well-being. WLB, for instance, is more important to 80% of job searchers than pay (Widyastuti & Pogo, 2022; Wong et al., 2020). But even as it provides flexibility, mobile technology also makes it harder to distinguish between business and personal life (Adisa et al., 2017).

Organizational support is critical in achieving WLB. Supervisors and supportive policies help reduce work-family conflict and increase job satisfaction, which ultimately boosts performance (Russo et al., 2016; Soomro et al., 2018). Organizations fostering a culture of employee well-being see better retention and commitment from their workforce (Salolomo & Agbaeze, 2019; Siregar et al., 2022). In summary, WLB improves employee performance, satisfaction, and loyalty. Organizations prioritizing WLB will build a productive and engaged workforce, essential for long-term success.

### **Employee performance**

Employee performance plays a crucial role in human resource management, directly influencing organizational productivity and effectiveness. Studies show that effective performance evaluation systems can greatly enhance employee performance. The importance of decision support systems in employee performance evaluation helps managers make better promotion and placement decisions (Fitriana et al., 2019). Behavioral assessment methods and hierarchical analysis provide a more comprehensive perspective in evaluating employee performance, especially in contractor companies (Fauzi, 2023).

Wahyudi et al. found that implementing e-performance and competency-based evaluation systems improves employee achievement, with job satisfaction serving as a mediating variable (Angga Wahyudi et al., 2022; Ramadana et al., 2023). This aligns with Sucahyowati and Hendrawan's findings, which indicate that employee engagement, encompassing motivation and commitment, plays a significant role in enhancing individual performance in the workplace (Sucahyowati & Hendrawan, 2020). Additionally, Uchenna et al. highlight the importance of objective performance evaluations in boosting employee commitment. Fair and transparent

assessments strengthen the relationship between performance and employees' affective commitment to the organization (Uchenna et al., 2018). This demonstrates that performance evaluations not only measure outcomes but also foster stronger employee-management relationships.

On a broader scale, effective performance management practices in the public sector, such as those implemented in municipal governments, have been shown to enhance overall employee performance (Hassanpour et al., 2022). This indicates that performance management principles can be applied across sectors, both public and private, to achieve better results. In summary, research confirms that effective performance evaluation systems—incorporating objective assessments, employee engagement, and technology—can significantly enhance employee performance. Organizations should develop comprehensive evaluation systems to maximize their workforce's potential.

### **Job Satisfaction**

Job satisfaction is a crucial element in human resource management, significantly influencing individual and organizational performance. Various factors contribute to job satisfaction, including the work environment, fair compensation, and opportunities for skill development. Research highlights that workers, particularly migrant workers, prioritize fair compensation and job security as key factors influencing their job satisfaction (Haolinmin, 2023). Moreover, career development opportunities greatly contribute to job satisfaction by promoting both personal and professional advancement (Haolinmin, 2023).

The work environment has a substantial impact on job satisfaction. Positive working conditions, such as sufficient space and appropriate equipment, contribute to higher employee satisfaction, which in turn boosts performance (Andarsari & Setiadi, 2023). Studies emphasize the importance of job characteristics within the framework of changes brought about by Intralogistics 4.0, as alterations in job demands can affect employee satisfaction (Winkelhaus et al., 2022). This underscores the necessity for organizations to adapt to changes in the work environment to maintain high levels of job satisfaction. Moreover, psychological factors like work stress also influence job satisfaction. Liu and Pan found that social capital, such as trust in government, moderates the relationship between relative dissatisfaction and life satisfaction, impacting job satisfaction (Liu & Pan, 2020). Similarly, it was revealed that work stress affects teacher satisfaction, which in turn influences their teaching effectiveness (Klassen & Chiu, 2010).

Additionally, job happiness mediates the relationship between a number of variables and worker performance. Studies show that the impact of internal marketing on task performance and counterproductive work behavior is mediated by job happiness, particularly during the COVID-19 epidemic (Nemteanu & Dabija, 2021). This indicates that organizations focusing on employee job satisfaction can achieve better overall performance. In conclusion, job satisfaction results from a complex interaction of factors, including the work environment, compensation, and psychological aspects. To enhance job satisfaction, organizations must address these factors holistically. By doing so, efforts to improve job satisfaction will benefit not only individuals but also organizational performance and success.

## **Work stress**

Work stress is a complex phenomenon commonly experienced by workers across various sectors. Research shows that work stress can arise from multiple factors, including workplace conditions and individual characteristics. Aprianti and Surono define work stress as the result of a combination of workplace stressors, individual traits, and external stress sources (Aprianti & Surono, 2018). Similarly, Habibi and Jefri highlight that factors such as gender, age, work experience, work schedules, and workloads significantly contribute to work stress levels (Habibi & ., 2018).

Two of the main causes of work-related stress are excessive workloads and unsupportive work environments. Office workers' work stress was found to be positively and significantly impacted by their workload (Zulmaidarleni et al., 2019). Nurhayati and Dongoran further identified organizational factors, such as workload and working conditions, as key contributors to stress, especially during the COVID-19 pandemic (Nurhayati & Dongoran, 2022). Additionally, it is emphasized that job demands misaligned with workers' capabilities can lead to significant stress, particularly in the healthcare sector (Pratama et al., 2020).

The effects of work stress extend beyond mental health, affecting performance and productivity. The study shows that work stress, motivation, and compensation are closely related to job satisfaction (Aftariansyah & Ratnawili, 2023). Setiawan notes that work stress can reduce performance and efficiency, ultimately lowering productivity (Setiawan, 2019). Mamonto et al. also reveal that workplace conflicts caused by stress can disrupt the performance of healthcare workers (Mamonto et al., 2021).

To address work stress, organizations should implement effective stress management programs. Purnawati suggests that introducing appropriate stress management programs can help workers cope with their stress (Purnawati, 2014). Zulmaidarleni et al. (2019) underscore the importance of motivation as an intervening variable that can mitigate the negative effects of work stress on employee performance. Therefore, a holistic approach to managing work stress, addressing both individual and organizational factors, is essential to improve employee well-being and organizational productivity.

## **METHOD**

### **Research Design**

This study employs a quantitative approach using a survey to analyze the variables affecting employee performance among 160 employees at PLN in Aceh Province. Participants were selected using a simple random sampling method. Although the survey was distributed to 160 employees, only 135 responses were analyzed due to the completeness and validity of the data. The remaining responses were excluded because they were either incomplete or not filled out correctly. Data collection was conducted through an online questionnaire via Google Forms, and the analysis was performed using SmartPLS with Partial Least Squares-Structural Equation Modeling (PLS-SEM), a robust method for examining complex relationships between variables (Aghili & Amirkhani, 2021; Hair et al., 2012; Leguina, 2015; Mariana et al., 2020, 2018; Mariana & Rahmani, 2022).

## Data Collection

Data were collected using a structured survey to measure Work-Life Balance (WLB), Employee Performance (EP), Job Satisfaction (JS), and Work Stress (WS). The evaluation instruments were adapted from previously validated scales, including the WLB scale by Muhammad Radzi et al. (2022), the Minnesota Satisfaction Questionnaire (MSQ) for job satisfaction, the Job Stress Scale (JSS) by Muzti & Mardiana (2024), and performance indicators from Hilman et al. (2022).

Participants consisted of permanent and contract employees of PLN in Aceh Province who voluntarily participated in the study. The data were collected online using Google Forms to enhance accessibility and minimize potential response bias. A total of 135 valid responses were obtained and analyzed using SmartPLS to assess the structural model using PLS-SEM. The operational variable table is provided below.

**Table 1** Operasional Variabel

Variable	Definition	Indicators	Scale
Work-Life Balance (WLB)	The balance between work and personal life that supports employee productivity and well-being (Radzi et al., 2022; Stefanovska–Petkowska et al., 2019).	- Time balance - Commitment balance - Life balance	Likert 1–5
Job Satisfaction (JS)	The level of employee satisfaction with both intrinsic and extrinsic aspects of their work (Cahyadi & Prastyani, 2020; Krishnan & Loon, 2018; Kumari & Vasantha, 2019).	- Work recognition - Compensation - Work environment	Likert 1–5
Work Stress (WS)	The emotional and mental pressure faced by employees in the workplace (Iswahyudi, 2023; Muzti & Mardiana, 2024).	- Workload - Time pressure - Role conflict	Likert 1–5
Employee Performance (EP)	The ability of employees to achieve organizational goals through productivity, efficiency, and work quality (Butarbutar et al., 2022; Hilman et al., 2022).	- Productivity - Efficiency - Work quality	Likert 1–5

## Data Analysis

This study employs Partial Least Squares Structural Equation Modeling (PLS-SEM) to test the research model. PLS-SEM was chosen over covariance-based SEM (CB-SEM) and traditional regression techniques due to its suitability for exploratory research, small-to-medium sample sizes, and its ability to handle complex models with multiple mediators and moderators (Hair et al., 2019). Additionally, PLS-SEM is robust in handling non-normal data distributions and provides reliable results even with a relatively limited sample size (Henseler et al., 2016). Given that this study examines both direct and indirect relationships between Work-Life Balance (WLB), Job Satisfaction (JS), Work Stress (WS), and Employee Performance (EP), PLS-SEM is considered the most appropriate analytical approach.

Before testing the research hypotheses, an assessment of model validity and reliability was conducted. Convergent validity was confirmed by ensuring that the factor loadings for each indicator exceeded 0.7 and the Average Variance Extracted (AVE) was greater than 0.5 (Al-Marsomi & Al-Zwainy, 2023; Darma et al., 2013; Hair et al., 2012; Purwanto & Sudargini, 2021; Tohari et al., 2021). Discriminant validity was assessed using the Fornell-Larcker criterion to verify that each construct was sufficiently distinct from others. Reliability was confirmed by ensuring that the Composite Reliability (CR) exceeded 0.7 and Cronbach's Alpha was above 0.6 (Hair et al., 2019).

To control for response bias, several measures were implemented. First, participation was voluntary, and respondents were assured of their anonymity to minimize social desirability bias (Ried et al., 2022). Second, the survey was pre-tested with a small sample ( $n = X$ ) before full distribution to ensure clarity and avoid ambiguous questions. Third, Harman's single-factor test was conducted to check for common method bias (CMB), confirming that no single factor accounted for more than 50% of the variance, thereby mitigating concerns about CMB (Podsakoff et al., 2003).

Next, path coefficient analysis was conducted (Aghili & Amirkhani, 2021; Moscato, 2023). A relationship is considered statistically significant if the t-value is greater than 1.96 and the p-value is below 0.05. The model's explanatory power was assessed using R-Square ( $R^2$ ), which measures how well the model explains employee performance (Ali & Talha, 2022; Henseler et al., 2016).

Furthermore, moderation testing was performed. If the interaction effect is significant ( $t > 1.96$  and  $p < 0.05$ ), it indicates that work stress moderates the relationship. These analyses, carried out using SmartPLS, help test the hypotheses and provide a deeper understanding of the relationships between the variables (Jaya et al., 2018; Tohari et al., 2021).

## **RESULTS AND ANALYSIS**

### **Results**

#### **Validity Test**

The following table presents the results of the validity test for the model.



**Table 1** Results of the Validity Test

No.	Indicator	Variable	Outer Loading (r-Value)
1	WLB1	Work-Life Balance	0.755
2	WLB2	Work-Life Balance	0.816
3	WLB3	Work-Life Balance	0.734
4	WS1	Work Stress	0.831
5	WS2	Work Stress	0.824
6	WS3	Work Stress	0.846
7	JS1	Job Satisfaction	0.817
8	JS2	Job Satisfaction	0.777
9	JS3	Job Satisfaction	0.81
10	EP1	Employee Performance	0.91
11	EP2	Employee Performance	0.962
12	EP3	Employee Performance	0.961

The results from the validity test, as presented in Table 4.1, show that all indicators have outer loading values greater than 0.7. This indicates a strong level of validity for each construct in the study. Specifically, the indicators for Work-Life Balance (WLB1, WLB2, and WLB3), Work Stress (WS1, WS2, and WS3), Job Satisfaction (JS1, JS2, and JS3), and Employee Performance (EP1, EP2, and EP3) demonstrate valid measurement capabilities. Each of these indicators, with their respective outer loading values ranging from 0.734 to 0.962, confirms that they effectively measure the latent variables they are associated with. Therefore, the results suggest that the research instrument is capable of accurately assessing the constructs of interest in the study. This ensures that the data collected will meaningfully reflect the intended variables, contributing to the overall reliability and validity of the research.

### Reliability Test

The reliability test assesses the internal consistency of the research instrument. The findings indicate that the majority of variables exhibit strong reliability, with some achieving excellent values and others meeting the minimum acceptable threshold for further analysis. Here are the detailed results:

**Table 2** Results of the Reliability Test

No.	Variable	Cronbach's Alpha	Composite Reliability
1	Work-Life Balance	0.7	0.812
2	Work Stress	0.782	0.872
3	Job Satisfaction	0.723	0.843
4	Employee Performance	0.939	0.961

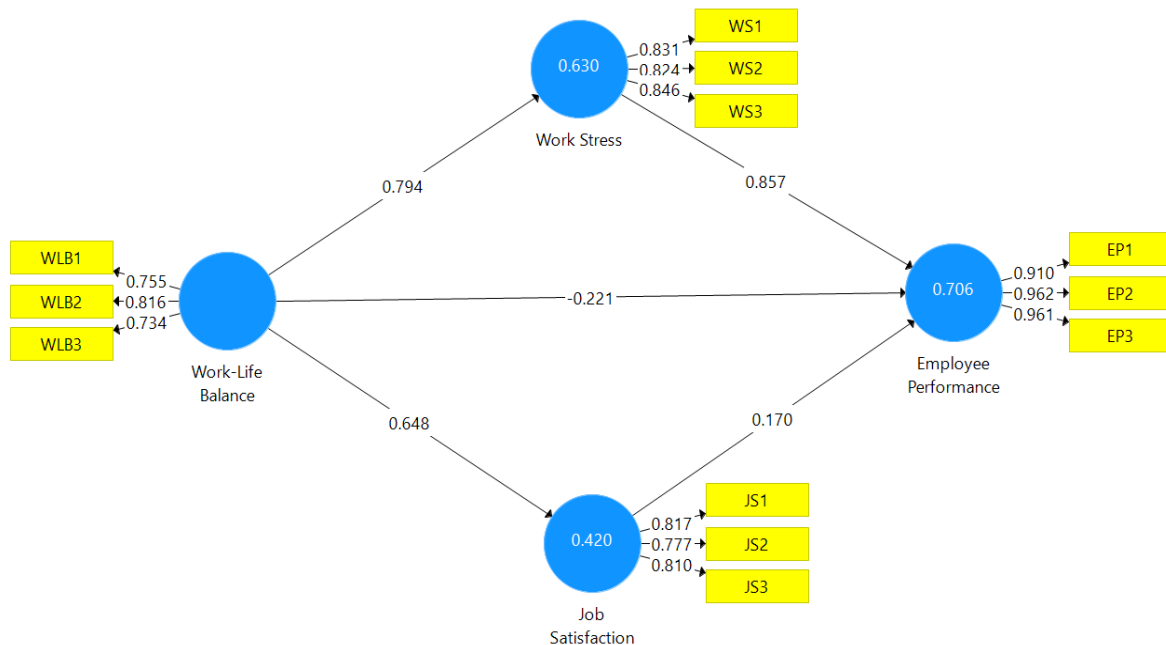
The reliability test confirms that most variables exhibit strong internal consistency. For Work-Life Balance, the reliability is acceptable with a Cronbach's Alpha of 0.700. Work Stress

demonstrates robust reliability, supported by a Composite Reliability of 0.872 and a Cronbach's Alpha of 0.782. Similarly, Job Satisfaction is reliable, showing a Composite Reliability of 0.843 and a Cronbach's Alpha of 0.723, which, while not optimal, remains within the acceptable range. Employee Performance stands out with excellent consistency, evidenced by a Cronbach's Alpha of 0.939 and a Composite Reliability of 0.961. These results validate the reliability of the instrument for most variables.

**Evaluation of the Structural Model (Inner Model)**

The auxiliary demonstrate assessment highlights the part of work-life adjust (WLB) in affecting work push, work fulfillment, and worker execution. Work-life adjust clarifies 63% of the variety in work stretch ( $R^2 = 0.630$ ) and 42% in work fulfillment ( $R^2 = 0.420$ ), whereas WLB, beside work fulfillment and work push, accounts for 70.6% of the variety in representative execution ( $R^2 = 0.706$ ). Hypothesis testing reveals strong positive correlations between WLB and employee performance (0.857), WLB and job satisfaction (0.648), and WLB and work stress (0.794), while showing a negative relationship between WLB and work stress (-0.221). Additionally, WLB indirectly enhances employee performance through its impact on job satisfaction and work stress, underscoring the importance of fostering WLB as a strategy to reduce stress, improve job satisfaction, and optimize performance outcomes.

The model shows strong reliability, with high indicator loadings for all variables. For example, the indicator loadings for Employee Performance (EP1, EP2, EP3) range from 0.910 to 0.962. Bootstrapping confirms the significance of these relationships, and the high  $R^2$  values indicate the model's strong predictive power. A visual representation of these relationships and their coefficients is provided in the accompanying image.



**Figure 1:** Results of the Bootstrapping Process

### Model Fit Test

The R-Square ( $R^2$ ) esteem is an fundamental marker in halfway slightest squares (PLS) auxiliary condition modeling (SEM), utilized to survey the model's prescient control for the subordinate factors. It speaks to the rate of fluctuation within the subordinate variable clarified by the autonomous factors. Agreeing to set up rules,  $R^2$  values are translated as takes after 0.67 shows solid informative control, 0.33 reflects direct informative control, and 0.19 proposes frail informative control. These values offer assistance evaluate how well the show fits the information and the degree to which the free variables account for varieties within the subordinate factors (Aghili & Amirkhani, 2021; Moscato, 2023). Based on the analysis, the model's predictive capability for each dependent variable varies, as detailed in the table below:

**Table 4** R-Square Values

Variable	R-Square	Adjusted R-Square
Employee Performance	0.706	0.699
Job Satisfaction	0.42	0.416
Work Stress	0.63	0.627

Employee Performance's  $R^2$  value is 0.706, meaning that the model accounts for 70.6% of its variance, classifying it as strong. The Adjusted  $R^2$  value of 0.699 supports the model's stability, showing minimal impact from the adjustment for the number of independent variables. For Job Satisfaction, the  $R^2$  value of 0.420 means 42% of its variance is explained, placing it in the moderate category, with an Adjusted  $R^2$  value of 0.416 reinforcing the model's stability. The Work Stress variable has an  $R^2$  value of 0.630, suggesting that 63% of its variance is explained, which is also classified as strong. The Adjusted  $R^2$  of 0.627 further underscores the model's robustness and predictive power. Overall, the model demonstrates strong predictive capability for Employee Performance and Work Stress, and moderate predictive power for Job Satisfaction, indicating its effectiveness in explaining the relationships between the variables.

### Hypothesis Testing

Table 4 below presents the results of the hypothesis testing, illustrating the relationships between the variables and their respective direct and indirect influences.

**Table 4** Hypothesis Testing Results

No.	Variable Relationship	Direct Influence	Indirect Effect	Remarks
1	Work-Life Balance → Job Satisfaction	0.794	0	Significant, positively influential
2	Work-Life Balance → Employee Performance	0.648	0	Significant, positively influential
3	Work-Life Balance → Work Stress	-0.221	0	Significant, negatively influential
4	Work-Life Balance → Job Satisfaction → Employee Performance	0	0.11	Significant, positively influential
5	Work-Life Balance → Work Stress → Employee Performance	0	0.68	Significant, positively influential

Work-Life Balance (WLB) has a significant positive impact on Job Satisfaction, with a direct effect of 0.794, meaning that a better balance between work and personal life greatly enhances job satisfaction. Similarly, WLB positively affects Employee Performance, with a direct effect of 0.648, indicating that maintaining a healthy work-life balance improves employee performance. Furthermore, WLB plays a crucial role in reducing Work Stress, with a negative effect of -0.221, suggesting that a good balance between work and personal life lowers work-related stress. Job Satisfaction mediates the relationship between WLB and Employee Performance, with an indirect effect of 0.11, indicating that WLB enhances job satisfaction, which in turn leads to increased performance. Additionally, WLB influences Employee Performance indirectly through Work Stress, with an effect size of 0.68, showing that reducing work stress through WLB significantly boosts employee performance.

## Analysis

### Work-Life Balance Affects Job Satisfaction

Various ponders have inspected the relationship between work fulfillment (JS) and work-life adjust (WLB), reliably finding a solid positive relationship. A meta-analysis of different ponders uncovers that accomplishing a solid adjust between work and individual life altogether increments work fulfillment, with a coordinate impact estimate of 0.794. This relationship remains strong over diverse organizational settings and businesses, demonstrating that organizations that prioritize WLB activities can altogether improve representative fulfillment. Advancing work-life adjust not as it were moves forward employees' well-being but moreover contributes to organizational victory by developing a more locked in and fulfilled workforce (Soomro et al., 2018).

Previous research emphasizes that positive interactions between work and personal life, a sign of effective work-life balance, are linked to higher levels of job satisfaction. On the other hand, negative interactions due to work-life imbalance are associated with lower job satisfaction (Naini & Riyanto, 2023). This is consistent with findings that employees facing work-life imbalance

report lower performance and satisfaction, reinforcing the idea that WLB is a vital factor for employee well-being (Soomro et al., 2018). Additionally, studies have shown that management styles that support WLB positively impact job satisfaction levels (Stefanovska–Petkovska et al., 2019).

Moreover, recent research has emphasized the role of organizational support as a mediator between WLB and JS. For instance, Siagian's study reveals that organizational support strengthens the positive effects of WLB on job satisfaction, suggesting that employees who feel supported in balancing work and personal life are more likely to experience greater job satisfaction (Siagian et al., 2024). This aligns with prior research that indicates psychological well-being, shaped by WLB, plays a key role in improving job performance and satisfaction (Haider et al., 2018). Evidence consistently supports the idea that enhancements in personal life, facilitated by effective WLB strategies, contribute to greater job satisfaction (Agha et al., 2017; Thifal & Kusumaningrum, 2021). Organizations should prioritize WLB to strengthen employee loyalty and satisfaction (Thakur & Madhu, 2019), which is also backed by earlier studies showing that WLB significantly influences employees' psychological well-being and job satisfaction (Dewi et al., 2020; Kalliath & Brough, 2008).

In conclusion, there is substantial evidence confirming that work-life balance has a significantly positive impact on job satisfaction. Organizations that prioritize WLB not only enhance employee satisfaction but also improve overall performance and productivity. The direct effect size of 0.794 emphasizes the importance of this relationship, reinforcing that effective WLB policies are crucial for developing a satisfied and productive workforce.

### **Work-Life Balance Affects Employee Performance**

In organizational behavior research, the connection between employee performance (EP) and work-life balance (WLB) has received a lot of attention. Empirical evidence supports the assertion that a favorable balance between work and personal life positively influences employee performance, with a reported direct effect size of 0.648. This effect suggests that organizations fostering a supportive work environment conducive to WLB can expect enhanced performance outcomes from employees (Soomro et al., 2018).

Several theoretical frameworks explain the relationship between Work-Life Balance (WLB) and employee performance (EP), including the Job Demand-Resource (JD-R) model and the Conservation of Resources (COR) theory. The JD-R model suggests that job resources, such as supportive management and flexible work arrangements, alleviate job demands and enhance employee performance (Bauer & Hämmig, 2014; Bon & Shire, 2022; Mazzetti et al., 2023; Naini & Riyanto, 2023; ter Hoeven & van Zoonen, 2015). Similarly, the COR theory emphasizes that individuals seek to obtain and preserve resources like time and energy, which are vital for achieving optimal performance (Stefanovska–Petkovska et al., 2019).

Empirical studies have consistently validated the positive impact of WLB on EP. Research indicates that employees who perceive a higher level of work-life balance tend to report improved job performance, attributed to reduced burnout and increased engagement (Siagian et al., 2024). A meta-analysis concluded that WLB initiatives significantly boost employee performance across various sectors (Haider et al., 2018). Previous studies also highlight that flexible working arrangements, a central component of WLB, allow individuals to better manage their work and

personal responsibilities, leading to reduced stress, increased autonomy, and improved performance (Agha et al., 2017; Thifal & Kusumaningrum, 2021).

The relationship between WLB and EP is influenced by mediating and moderating factors. Job satisfaction is identified as a key mediator, as employees achieving better balance are more satisfied with their jobs, leading to enhanced performance (Thakur & Madhu, 2019). Additionally, organizational culture acts as a moderating factor, amplifying the positive effects of WLB on performance when employees feel valued and motivated (Aftariansyah & Ratnawili, 2023). Organizations aiming to improve employee performance should implement policies promoting work-life balance, such as flexible work schedules, remote work options, and wellness programs addressing physical and mental health. By investing in WLB, organizations can enhance employee satisfaction, reduce stress levels, and drive performance, ultimately leading to better organizational outcomes.

The long-term advantages of implementing work-life balance initiatives extend beyond immediate improvements in performance. Organizations that actively promote work-life balance tend to experience lower turnover rates, better employee retention, and stronger organizational loyalty. Employees who receive support in managing both their personal and professional responsibilities are more likely to demonstrate higher levels of commitment and engagement. Moreover, a balanced work environment encourages collaboration and creativity, as employees are better equipped to manage stress and contribute more effectively. These benefits underscore the importance of integrating work-life balance practices as a core strategy for sustaining employee well-being and organizational success.

With a direct effect size of 0.648, the data clearly shows that work-life balance has a considerable and beneficial impact on employee performance. Organizations prioritizing WLB initiatives are likely to see enhanced performance outcomes driven by increased job satisfaction and reduced stress levels. Future research should further explore the mechanisms underlying this relationship and examine potential moderating factors influencing the strength of the WLB-EP connection.

### **Work-Life Balance Affects Work Stress**

A significant body of research has explored the relationship between work-life balance (WLB) and work-related stress, consistently revealing a strong negative correlation. Recent findings indicate that achieving a healthy balance between professional and personal responsibilities can notably reduce stress levels, with a negative effect size of -0.221. This outcome aligns with previous studies that have examined how work-life balance influences stress levels in the workplace.

Earlier studies have highlighted the detrimental effects of remote work demands on work-life balance, demonstrating that increased work pressure, especially in remote settings, tends to escalate stress levels (Arthi & Gita, 2024). Research among law enforcement officers has also shown a direct link between work stress and work-life imbalance, where an imbalance intensifies stress (Singh et al., 2023). Additionally, the relationship between remote work and job satisfaction is influenced by work-life balance, suggesting that maintaining balance can help mitigate stress (Irawanto et al., 2021).

Other research underscores the significance of effective stress management in maintaining work-life balance. Implementing successful stress management techniques is crucial for promoting overall well-being (Velasco & Apostol, 2024). Similarly, studies on aircraft maintenance personnel indicate that effective personal life management plays a key role in reducing work-related stress (Anggarini & Indrayanti, 2021).

Achieving a healthy work-life balance is vital for alleviating stress and enhancing job satisfaction. However, challenges persist in maintaining this equilibrium, impacting both mental and physical health (Mohd et al., 2024). The negative consequences of an imbalanced work-life situation, such as heightened stress and related health issues, highlight the necessity of organizational support in fostering a balanced work environment (Irfan et al., 2023).

Organizations play a fundamental role in supporting employees to achieve a healthy work-life balance and reduce stress. Implementing supportive policies such as flexible working hours, mental health programs, and employee assistance initiatives can create a work environment that prioritizes well-being. Moreover, cultivating a culture that emphasizes the importance of taking breaks, utilizing vacation days, and maintaining clear boundaries between work and personal life can significantly lower stress levels. These efforts contribute to improved employee satisfaction, mental health, and overall productivity, establishing work-life balance as a cornerstone of sustainable workplace success.

Despite the established negative relationship between work stress and WLB, the effect size of -0.221 in this study appears lower than in previous research. This discrepancy may be influenced by variations in sample characteristics, industry-specific factors, or evolving workplace dynamics, such as increased flexibility in remote work policies. Further investigation is needed to understand the moderating factors that may have influenced the strength of this correlation.

### **Work-Life Balance Influences Employee Performance Indirectly Through Job Satisfaction**

Work fulfillment serves as a pivotal go between between work-life adjust (WLB) and representative execution, making it a critical theme in organizational behavior inquire about. Later thinks about demonstrate that WLB impacts representative execution through an roundabout pathway, where changes in work-life adjust improve work fulfillment, which at that point emphatically impacts representative execution. Different thinks about give solid prove supporting the positive impacts of WLB on work fulfillment, which hence contributes to way better execution results.

Work-life adjust isn't as it were basic for person well-being but too acts as a key apparatus for organizational victory. By cultivating a adjust between individual and proficient life, organizations can decrease worker stretch, boost resolve, and make a positive organizational culture. This adjust makes a difference representatives feel more esteemed and backed, eventually expanding their commitment to organizational objectives. Also, activities such as adaptable working hours, farther work openings, and wellness programs are viable approaches to advancing work-life adjust. These activities not as it were improve work fulfillment but moreover contribute to long-term efficiency and worker maintenance, making them a profitable speculation for any organization.

Higher levels of job satisfaction are substantially connected with positive work-life balance, which includes exchanges between work and home. On the other hand, poorer work-home

relationships result in less job satisfaction (Naini & Riyanto, 2023). By favorably impacting psychological well-being, which is intimately related to job satisfaction, WLB improves job performance (Haider et al., 2018). The importance of implementing work-life balance policies to achieve job satisfaction and ultimately improve employee performance is also emphasized (Sabrina & Kurniawati, 2024; Utomo et al., 2024).

Work-life balance and job satisfaction have been consistently found to be significantly and positively correlated, reinforcing the idea that effective management of work-life balance (WLB) can enhance job satisfaction. Prior studies highlight that prioritizing WLB is essential for organizations aiming to foster job satisfaction and improve employee performance, as job satisfaction serves as a critical predictor of task performance. Furthermore, job satisfaction moderates the relationship between WLB and job performance, amplifying the positive effects of a balanced work environment (Krishnan & Loon, 2018; Pande & Bharathi, 2020; Stefanovska–Petkovska et al., 2019; Znidaršič & Marič, 2021).

A healthy work environment, combined with high job satisfaction, plays a pivotal role in driving work engagement, which is strongly linked to employee performance. Research also identifies WLB as a key factor in boosting productivity and overall performance, emphasizing the importance of creating a supportive work-life balance framework within organizations. Such environments not only enhance job satisfaction but also contribute to higher employee morale and commitment, which are essential for sustained organizational success. In conclusion, substantial evidence underscores that work-life balance indirectly impacts employee performance through job satisfaction. A comprehensive review of studies suggests that organizations that prioritize WLB can significantly improve job satisfaction, ultimately leading to enhanced employee performance and long-term organizational growth.

### **Work-Life Balance Influences Employee Performance Indirectly Through Work Stress**

The study's findings reveal that work-life balance (WLB) has a significant indirect effect of 0.68 on employee performance through work stress. This suggests that improving WLB can significantly enhance performance by reducing work-related stress. By implementing strategies such as flexible working hours and wellness programs, organizations can create an environment that supports employees in managing stress more effectively. As a result, employees experience less pressure and distraction, leading to enhanced focus and improved performance.

This indirect relationship aligns with prior research, which has demonstrated that work-related stress negatively impacts employee performance by reducing concentration, motivation, and overall well-being (Bakker & Demerouti, 2017). Conversely, WLB initiatives that alleviate stress contribute to increased employee engagement, job satisfaction, and productivity. For example, Hilman et al. (2022) found that employees who experienced reduced stress through WLB interventions were more focused on their tasks, resulting in higher performance levels. This finding supports the Conservation of Resources (COR) theory, which posits that stress arises from resource depletion, and effectively managing work-life demands helps replenish these resources, leading to better performance (Hobfoll, 2001).

Furthermore, Shabir & Gani (2020) highlighted the role of flexible work arrangements in reducing stress and fostering a more balanced work-life dynamic. Flexible work schedules allow employees to better balance their personal and professional responsibilities, leading to lower stress



levels and increased job satisfaction (Kossek et al., 2011). Similarly, Bataineh (2019) emphasized that organizations play a crucial role in promoting WLB to reduce stress and improve employee performance.

While WLB has a strong indirect impact on performance by reducing stress, this relationship can be further strengthened through flexible work arrangements and employee well-being programs. Organizations that offer remote work options, hybrid schedules, and customized working hours allow employees to balance personal and professional responsibilities more effectively, reducing stress and boosting productivity.

Additionally, well-being programs such as mental health counseling, fitness incentives, mindfulness sessions, and stress management workshops help mitigate work-related stress and improve performance. Research shows that companies implementing structured well-being initiatives experience lower stress levels, higher job performance, and stronger organizational commitment.

Recognizing job stress as a key mediator in the WLB-performance link, organizations should not only implement WLB strategies but also actively address workplace stressors. By integrating flexible work policies and well-being programs, businesses can enhance productivity, job satisfaction, and employee engagement, ultimately fostering a resilient workforce and long-term organizational success.

## CONCLUSIONS

1. Work-life balance (WLB) has a direct effect of 0.794 on job satisfaction, indicating that employees who effectively manage their time between work and personal life tend to experience higher job satisfaction. This, in turn, enhances their loyalty to the organization. HR departments should develop policies that encourage work-life balance, such as flexible working hours, remote work options, and mental health support programs.
2. WLB directly impacts employee performance with an effect size of 0.648. Employees with a well-balanced life are more productive, experience reduced burnout, and remain focused on achieving organizational goals. Organizations should invest in training programs that emphasize time management and workload distribution to ensure employees can maintain balance without compromising performance.
3. Work stress is negatively correlated with WLB, with an effect size of -0.221. Effective WLB strategies help lower stress levels, contributing to a more conducive work environment and improved efficiency. HR managers should implement stress management initiatives, such as wellness programs, mindfulness training, and regular check-ins to monitor employee well-being.
4. Job satisfaction acts as a mediator in the relationship between WLB and employee performance. Increased job satisfaction amplifies the positive impact of WLB on performance, enabling organizations to optimize productivity. Policymakers should consider regulations that promote work-life balance, such as labor laws supporting reasonable working hours and mandatory rest periods to improve job satisfaction.
5. WLB indirectly influences employee performance through reduced work stress, with a mediating effect size of 0.68. Organizations that promote WLB through flexible work

arrangements and wellness programs create an environment that enhances both employee well-being and performance. HR departments should integrate WLB principles into company culture by encouraging employees to take breaks, utilize leave entitlements, and maintain clear boundaries between work and personal life.

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