

The Role of Job Satisfaction as Mediation on The Influence of Work-life Balance and Training on Job Performance with Gender as Control Variable

ABSTRACT

Aims: Human resource performance management is very important in supporting the achievement of organizational goals. This study aims to examine the effect of work-life balance and training on job performance, with job satisfaction as a mediating factor and gender as a variable control.

Study design: This research is quantitative research using a survey method. The research was conducted at the Indonesian Red Cross (PMI) Banyumas Regency from September to October 2023.

Methodology: The population in this study was 180 employees. The sample used was 119 employees, with sample takers using the purposive sampling method. The analytical tool used in this research is Structural Equation Modeling (SEM) with a Partial Least Square (PLS) approach. An outer model analysis technique was used to test the validity and reliability of the measurements used, followed by an inner model analysis technique to test the relationship between latent constructs and hypothesis testing.

Results: This research found that work-life balance and job satisfaction influence performance, but training does not influence performance. This research also found that training affected job satisfaction, but work-life balance did not affect job satisfaction. Even though training does not have a direct effect on performance, if it is mediated by job satisfaction, training will affect performance. In contrast, work-life balance has a direct impact on performance, but job satisfaction is not strong enough to mediate the relationship between work-life balance and performance. Apart from that, this research also found that gender as a control variable did not influence performance.

Keywords: Work-life balance; training; job satisfaction; job performance.

1. INTRODUCTION

Human resources are one of the resources that have an important role in the organization [1]. In the era of globalization, effective and quality human resources are required to support and achieve the goals set by the organization. Considering the important role of human resources, organizations need to pay attention to and maintain the quality of the performance of their human resources. Performance is the result of quality work by employees in carrying out the duties and responsibilities given to them [2]. According to Gibson [3], employee performance is influenced by three factors: individual factors, psychological factors, and organizational factors. In the context of this research, work-life balance, training, and job satisfaction are a combination of these three factors.

Work-life balance has become increasingly important in human resource management literature in recent years. Schermerhorn [4] defines the concept of work-life balance as an individual's ability to find a balance between the demands of their job and their personal and

family obligations. This indicates that he has good time management skills, allowing him to meet his professional commitments and still find time for his personal and family life. If this balance is not achieved, tensions will arise across all responsibilities, and work effectiveness may be compromised. This is supported by the findings of Ingsih, et al.[5] and Susanto, et al.[6], which show that work-life balance has an influence on performance, but this is contrary to the findings of Herlambang and Murniningsih[7], where work-life balance has no influence on performance.

Training is a crucial tool in the further development of human resources. According to Milkovich and Boudreau[8], training is a systematic process aimed at changing employees' behavior, knowledge, and motivation to improve the match between the employee's qualities and job requirements. Productivity gains are one advantage of holding training sessions[9]. This is supported by the findings of Abbas, et al. [10] and Mumakinah, et al. [11], which show that training has an influence on performance, but this is contrary to the findings of Ingsih, et al.[1] where training has no influence on performance.

Job satisfaction is interesting because it has been proven to impact employees and organizations significantly[9]. According to Robbins and Judge[12], job satisfaction is an employee's positive feelings toward their work resulting from an evaluation of their characteristics. Job satisfaction has a moderate correlation with performance; employees who are satisfied with their jobs will be better able to perform the duties listed in their job descriptions[13]. This is supported by the findings of Abbas, et al. [10] and Ingsih, et al. [5] which show that job satisfaction has an effect on performance, but this is contrary to Bataineh's [14] findings where job satisfaction has no effect on performance.

Gender was included as a control variable in this study. Artika, et al.[15] found a significant difference in the performance of male and female employees, suggesting that gender as a control variable also had an impact on performance. This is supported by the findings of Fathonah, et al. [16] and Soelistyoningrum[17], but is different from the findings of Nurudin, et al.[18] where gender as a control variable has no influence on performance.

PMI (Indonesian Red Cross) Banyumas Regency is a national association active in social and humanitarian areas, such as helping victims of conflict and war, helping victims of natural disasters, helping with blood transfusion services, and providing community health services. To support organizational goals, PMI requires employees to perform well. The results of the preliminary survey show that there are employees who feel they are unable to achieve a balance between work and family life, while at PMI Banyumas Regency, most employees work in a shift system. Additionally, there is a perception that training is not evenly distributed across several departments; employee job satisfaction has not been measured because there has never been a job satisfaction survey at PMI Banyumas Regency.

The significance of this study lies in examining the role of of PMI Banyumas Regency in public safety. The results of this study are intended to help PMI Banyumas Regency manage the performance of its human resources and enable employee to best serve the community in the future. Furthermore, the purpose of this research is to validate the inconsistent results of previous research.

2. MATERIAL AND METHOD

2.1 Literature review

Attribution theory, proposed by Heider in 1958, is a theory that explains how we consider people differently, depending on the meaning we attribute to certain

behaviours. If we observe individual behaviour, we will consider whether internal or external factors cause the behaviour. Internal factors are factors that are still under the control of the individual, while external factors are factors that outside parties influence; a person is forced to behave in this way because of the existing situation [13]. Attribution theory will be used in this research because it is relevant to the study. Variables in this research, such as work-life balance, training and job satisfaction, can be internal or external factors that influence a person's performance.

According to Greenhaus et al; Khateeb[19], work-life balance is the extent to which a person is equally involved and equally satisfied in their work and family roles. In attribution theory, work-life balance combines internal and external factors that make an employee perform well. Internal factors within employees are how they can manage responsibilities and obligations related to work and personal and family responsibilities well. Meanwhile, external factors are how organizations can create a pleasant work culture so that employees can focus on their work while working [20]. Naithani; Susanto, et al.[6] argues that if an organization ignores the work-life balance of its employees, it will have an impact on organizational productivity and employee performance. This is supported by the findings of Ingsih, et al. [5], Bataineh[14] and Susanto, et al.[6] that work-life balance influences performance. Therefore, the first hypothesis:

H1: Work-life balance has a positive and significant effect on performance

According to Kasmir[21], training is an activity process that equips employees with competence, knowledge, and attitude. Investment in training is no less important than investment in equipment and capital [8]. In attribution theory, training combines internal and external factors in employees showing good performance. The internal factor within the employee is how they follow the training well and implement it at work. Meanwhile, external factors are how the organization can facilitate training that suits the needs of its employees. According to Hasibuan[22], holding training can shape and improve employee abilities and knowledge, so it is hoped that with more intense training, employee performance will improve. This is supported by the findings of Abbas, et al. [10], Mumakinah, et al.[11] and Guterresa, et al. [23] that there is an influence between training and performance. Therefore, the second hypothesis:

H2: Training has a positive and significant effect on performance

Job satisfaction is an emotional attitude that makes someone happy and loves their job [22]. In attribution theory, job satisfaction combines internal and external factors that make employees show good performance. Internal factors within the employee are how he reaches the point of job satisfaction, while external factors are how the organization creates conditions that support the creation of employee job satisfaction. According to Robbins & Judge [12], employees who feel satisfied with their life at work tend to show higher levels of productivity. This is supported by the findings of Ingsih, et al. [5], Susanto, et al.[6] and Koo, et al.[24] that there is an influence between job satisfaction and performance. Therefore, the third hypothesis:

H3: Job satisfaction has a positive effect on performance

According to Susi; Jyothi, et al.[25], the main factor that ensures that employees are satisfied with their work is balance in their work life. The relationship between personal life and work influences each other; for example, unpleasant work experiences will impact and be associated with problems in individual and family life. Conversely, happiness and achievement in individual or family life can arise when happiness in work is achieved and fulfilled [26]. Victoria, et al. [27] found that satisfaction at work can be obtained when an employee feels satisfaction and success in his family life. This is supported by the findings of Ingsih et al. [5], Mercado[28] and Mohamud[29] that there is an influence between work-life balance and job satisfaction. Therefore, the fourth hypothesis:

H4: Work-life balance has a positive effect on job satisfaction

Two-factor theory, also known as Herzberg's theory, bases job satisfaction on Maslow's hierarchy of needs formulation; job satisfaction will be achieved if a person's physiological and psychological needs are met. Psychological needs are a person's need to develop themselves [9]. Training is something that employees need in their self-development process; therefore, when these psychological needs are met, employee job satisfaction will emerge. This is supported by the findings of Abbas, et al.[10], Mumakinah, et al.[11], and Ingsih et al. [1], which show that there is an influence of training on job satisfaction. Therefore, the fifth hypothesis:

H5: Training influences job satisfaction

Haider, et al. [30] found that work-life balance can encourage employee performance through its influence on psychological well-being. Job satisfaction is one of the main components of psychological well-being at work. Dousin, et al.[31] stated that employee satisfaction is influenced by how the organization is committed to their work-life balance, and employees with a good level of job satisfaction will tend to put more effort into working well in organizational development. This statement is supported by the findings of Ingsih, et al. [5] and Herlambang and Murniningsih[7], which show that job satisfaction can mediate the relationship between work-life balance and performance. Therefore, the sixth hypothesis:

H6: Job satisfaction can mediate the relationship between work-life balance and performance

Mumakinah, et al. [11] consider job satisfaction as a way to improve employee performance and conclude, based on their findings that job satisfaction can mediate the relationship between training and job performance. The training program provided can increase the level of job satisfaction which in turn increases the employee's ability to carry out their duties [32]. This is supported by the findings of Abbas et al. [10] and Halilintar and Sobirin[33], which show the relationship between training and performance through job satisfaction. Therefore, the seventh hypothesis:

H7: Job satisfaction can mediate the relationship between training and performance

Two gender concept models provide a gender perspective in companies described by Broadbridge and Fielden[34]; the first is the equality model, which assumes that there is equality between men and women in their work. Second, the stereotypical

model assumes that men and women in the workplace they will be grouped and given attributes that suit their characteristics. This is supported by the findings of Fathonah, et al.[16] and Sulistyoningrum[17], which show that gender as a control variable influences. Therefore, the eighth hypothesis:

H8: Gender as a control variable can influence performance

Based on the hypothesis formulation above, the framework for this research can be seen in **Figure 1**.

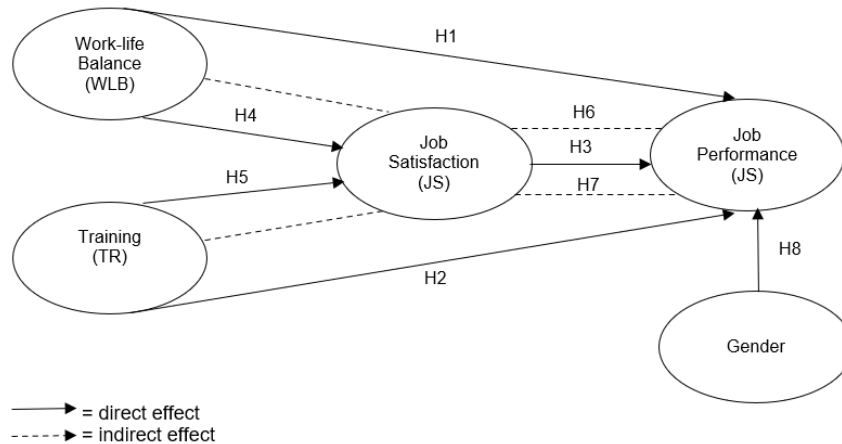


Figure 1. Research framework

2.2 Methodology

This research is quantitative research using survey methods. Quantitative research is based on positivism, in order to study a certain population or sample, data collection using research instruments, and quantitative/statistical data analysis, with the aim of testing predetermined hypotheses[35]. The population in this study consisted of permanent employees of the Indonesian Red Cross (PMI) Banyumas Regency, totaling 180 employees. The sampling method in this research used non-probability sampling with a purposive sampling technique. The criteria used were employees who had worked for at least six months and had attended training appropriate to their field of work, so the sample in this study was 119 employees.

Researchers used 36 scale items that were adapted from previous related research. The work-life balance variable uses a 5-item scale in the study of Aruldoss et al. (2020). Then, the training variable uses 11 items adopted from Abbad[36]. The job satisfaction variable uses a 12-item scale in the research of Aruldoss, et al. [37]. The performance variable uses an 8-item scale developed by William and Anderson [38]. These statements will be detailed on the appendix page.

In this study, data collection was carried out using a questionnaire because the data collected can measure the level of opinions, attitudes, and responses of respondents to the questions given by the researcher. In the questionnaire,

respondents' answers were measured on a 5-point Likert scale, ranging from "strongly disagree" to "strongly agree".

The analytical tool used in this research is Structural Equation Modeling (SEM) with a Partial Least Square (PLS) approach because PLS is able to describe latent variables (not directly measurable) and is measured using indicators [39]. The analysis technique used is as follows: outer model analysis technique to test the validity and reliability of the measurements used. The criteria used are: for indicator reliability, the loading indicator must be greater than 0.7. Furthermore, for convergent validity of the indicator, the AVE (Average Variance Extracted) value must be greater than 0.5. Then, for internal consistency reliability of indicators, the composite reliability value must be greater than 0.7. and for discriminant validity of indicators using the Fornell-Larcker criteria [40]. The next analysis technique is an inner model to test the relationship between latent constructs and hypothesis testing. The criteria used are as follows: the significance used is 5%, which means the p-value must be no greater than 0.05 and the t-statistic value must be greater than 1.96 [40].

3. RESULTS AND DISCUSSION

3.1 Results

This research was conducted on employees of the Indonesian Red Cross (PMI) Banyumas Regency with a research sample of 119 respondents. The percentage of male employees is 46.2% and female is 53.8%. The majority of employees are aged 26 to 35 years, with a percentage of 47%. The percentage of employees who are married is 88.2%, and 11.8% are unmarried. The majority of employees have Diploma III (D3) education, with a percentage of 52.9%. The majority of employees have worked for more than ten years, with a percentage of 47.1%. The percentage of employees who work on a shift system is 72.3%. The following characteristics of the respondents will be presented further in **Table 1**.

Table 1. Characteristics of Respondents

Respondents	Frequency	Percentage
Gender		
Male	55	46.22%
Female	64	53.78%
Age		
<25 years	7	5.88%
26 s.d 35 years	56	47.06%
36 s.d 45 years	41	34.45%
46 s.d 55 years	13	10.92%
>55 years	2	1.68%
Marital Status		
Married	105	88.24%
Unmarried	14	11.76%
Education		
Junior high school	5	4.20%
Senior high school	23	19.33%
Diploma	63	52.94%
Bachelor	27	22.69%
Master	1	0.84%

Working Period		
<1 years	3	2.52%
1 s.d 5 years	27	22.69%
6 s.d 10 years	33	27.73%
>10 tahun	56	47.06%
Work Unit		
PMI Banyumas Regency Headquarters	7	5.88%
Kalibener Clinic	2	1.68%
AdhyaksaClinic	21	17.65%
SokarajaClinic	9	7.56%
Blood donation unit (UDD)	80	67.23%
Working hours		
Shift	86	72.27%
Non-shift	33	27.73%

Respondents' perceptions of work-life balance, training, job satisfaction, and performance have an average score of 3.58 – 4.29, which is quite a high score. Respondents felt they could achieve work-life balance at PMI Banyumas Regency. Even though the average score on the training and job satisfaction variables is not as high as the work-life balance and performance variables, this is enough to show that employees feel the benefits of the training provided and feel quite job satisfaction at PMI Banyumas Regency. The average score of respondents' answers will be displayed in **Table 2**.

Table 2. Average Score of Respondents' Responses

Variable	Indicators	Score	Variable	Indicators	Score	
Work-life Balance (WLB)	WLB1	4.07	Job Satisfaction (JS)	JS3	3.94	
	WLB2	4.08		JS4	3.82	
	WLB3	3.99		JS5	3.79	
	WLB4	4.08		JS6	3.95	
	WLB5	4.11		JS7	3.95	
Training (TR)	TR1	3.76		JS8	3.82	
	TR2	3.76		JS9	3.58	
	TR3	3.79		JS10	3.84	
	TR4	3.89		JS11	3.86	
	TR5	3.90		JS12	3.82	
	TR6	3.66		Job Performance (JP)	JP1	4.20
	TR7	3.77			JP2	4.18
	TR8	3.80	JP3		4.17	
	TR9	3.77	JP4		4.13	
	TR10	3.72	JP5		4.03	
	TR11	3.66	JP6		4.07	
JS1	4.02	JP7	4.23			
JS2	4.12	JP8	4.29			

Based on the results of the validation test on the questionnaire, two statement items have an outer loading value smaller than 0.7, namely TR6 (0.641) on the training variable and JS9 (0.566) on the job satisfaction variable. The steps then taken were to delete the two statement items and carry out the test a second time, the test results of which are in **Figure 2** and **Table 3**.

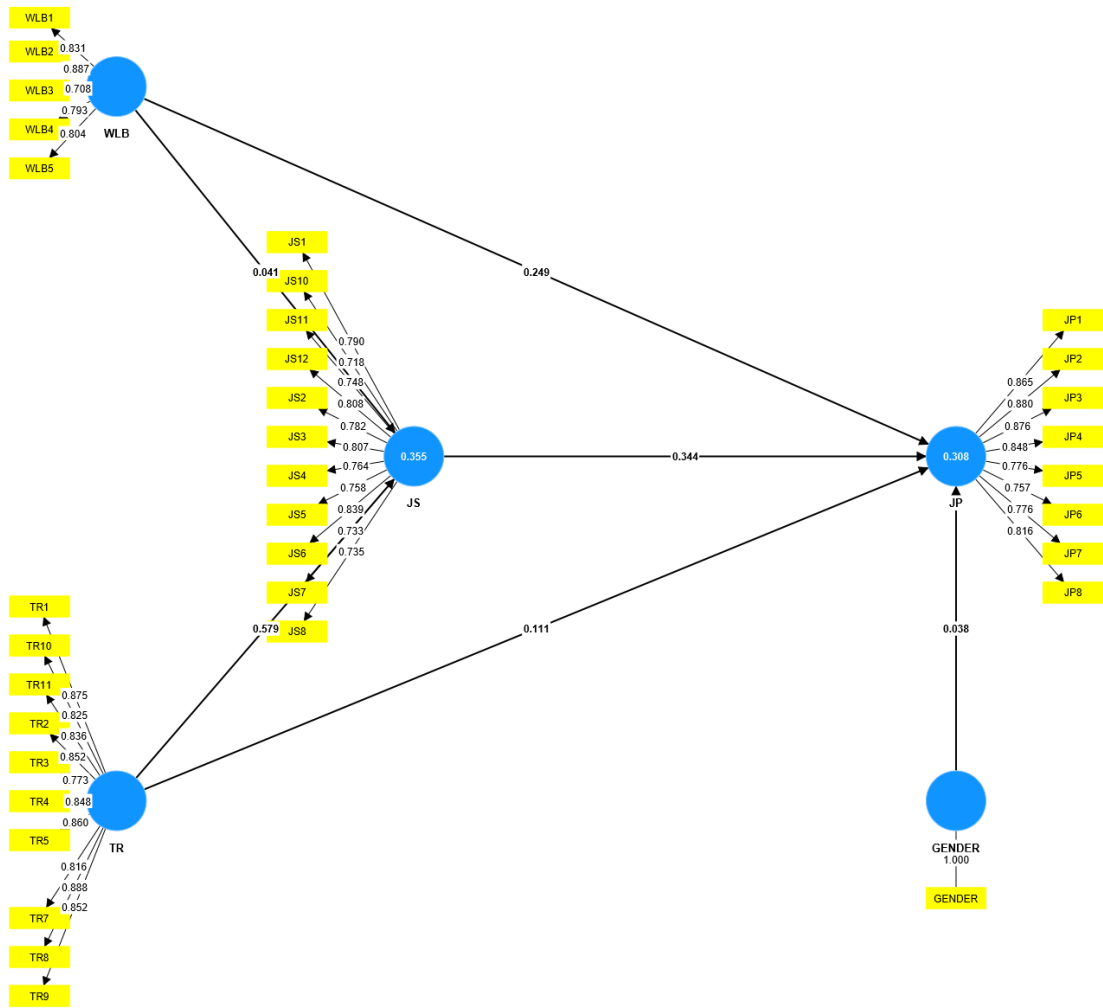


Figure 2. Research Model

Table 3. Outer Model Test Results

	Gender	JP	JS	WLB	TR
Gender	1.000				
JP1		0.865			
JP2		0.880			
JP3		0.876			
JP4		0.848			
JP5		0.776			
JP6		0.757			
JP7		0.776			
JP8		0.816			
JS1			0.790		
JS2			0.782		
JS3			0.807		
JS4			0.764		
JS5			0.758		
JS6			0.839		
JS7			0.733		
JS8			0.735		

JS10	0.718	
JS11	0.748	
JS12	0.808	
WLB1		0.831
WLB2		0.887
WLB3		0.708
WLB4		0.793
WLB5		0.804
TR1		0.875
TR2		0.852
TR3		0.773
TR4		0.848
TR5		0.860
TR7		0.816
TR8		0.888
TR9		0.852
TR10		0.825
TR11		0.836

Table 3 shows that all statement items for each variable have a value above 0.7, indicating that all statement items in this study are valid.

Table 4. Measurement Model Test Results

Variable	AVE	Cronbach Alpha	Composite Reliability
WLB	0.651	0.869	0.899
TR	0.711	0.955	0.959
JS	0.596	0.932	0.937
JP	0.682	0.933	0.933

Table 4 shows that the AVE for each research variable has a value of more than 0.5, a Cronbach alpha value of more than 0.6, and a composite reliability value of more than 0.7. Thus, it can be concluded that all statement items used in this research are reliable.

Table 5. Discriminant Validity-Fornell Larckel

Variable	WLB	TR	JS	JP
WLB	0,392	0,274	0,396	0,807
TR	0,418	0,603	0,843	
JS	0,467	0,774		
JP	0,826			

Table 5 shows the results of the Fornell Larcker test by comparing the square root value of AVE and the correlation value of the variables used in the research. The results show that the AVE square root value for all variables is greater than the variable correlation value, so it can be concluded that all statement items used in this research are valid.

Table 6. Path Coefficients Test Results

Hypothesis	Relationship	Original Sample	T Statistic	P-Value
Dirrect Effect				
H1	WLB → JP	0.249	2.996	0.003
H2	TR → JP	0.111	1.183	0.237
H3	JS → JP	0.344	2.887	0.004

H4	WLB → JS	0.041	0.477	0.633
H5	TRN → JS	0.579	8.903	0.000
Mediating Effect				
H6	WLB → JS → JP	0.014	0.430	0.667
H7	TR → JS → JP	0.199	2.670	0.008
Control Effect				
H8	Gender → JP	0.038	0.483	0.629

Table 6 shows the results of the hypothesis test where the significance value used for the t-statistic is 1.96 and the p-value is 0.05. a) H1 is accepted, work-life balance influences performance (t statistics 2,996 > 1.96 and p-value 0.003 < 0.05). b) H2 is rejected; training has no effect on performance (t statistic 1.183 < 1.96 and p-value 0.237 > 0.05). c) H3 is accepted, job satisfaction affects performance (t statistic 2.887 > 1.96 and p-value 0.004 < 0.05). d) H4 is rejected, work-life balance does not affect job satisfaction (t statistic 0.477 < 1.96 and p-value 0.633 > 0.05). e) H5 is accepted, and training affects job satisfaction (t-statistic 8.903 > 1.96 and p-value 0.000 < 0.05). f) H6 is rejected; job satisfaction cannot mediate the relationship between work-life balance and performance (t statistic 0.667 < 1.96 and p-value 0.667 > 0.05). g) H7 is accepted, job satisfaction can mediate the relationship between training and performance (t statistical value 2,670 > 1.96 and p-value 0.008 < 0.05). h) H8 is rejected; gender has no effect on performance (t statistic 0.483 < 1.96 and p-value 0.629 > 0.05).

Table 7. R-square test results

	R-square	R-square Adjusted
JP	0.308	0.284
JS	0.355	0.344

Table 7 shows the adjusted R-square value for the performance variable of 0.284, meaning that the work-life balance, training, and job satisfaction variables influence performance by 28.4%. The adjusted R-square value for the job satisfaction variable is 0.344, meaning that the work-life balance and training variables influence job satisfaction by 34.4%.

3.2 Discussion

The research results show that work-life balance influences employee performance. Mendis and Weerakkody [41] stated that maximum performance can be achieved if employees feel happy, and one source of happiness comes from family and personal life. The research results also prove that employees at PMI Banyumas Regency are able to implement work-life and family-life balance well. Apart from employee involvement in implementing work-life balance, PMI Banyumas Regency is, of course, still needed as an organization to foster a positive work environment and implement policies that make it easier for employees to achieve work-life balance. The results of this study are consistent with previous research by Ingsih, et al. [5], Bataineh [14], and Susanto, et al. [6].

The research results show that there is no relationship between training and employee performance. The average response to the training variable obtained a score of 3.66 – 3.90. Even though this score is quite good, PMI Banyumas Regency employees feel that the training provided has not been able to encourage them to show good performance. This can happen if the training provided is less relevant to employee training needs. The results of this study are in line with the findings of Ingsih, et al. [1] and Mundingsari, et al. [42].

The results of the research show that job satisfaction influences employee performance. This indicates that there is a moderate correlation between job satisfaction and performance,

supporting the idea of Wibowo [13], who says that job satisfaction is a predictor of performance. Employees who have a high level of satisfaction will certainly produce better performance, in contrast to employees who have a low level of satisfaction. The results of the research show that PMI Banyumas Regency employees feel quite a lot of job satisfaction, with the average response being a score of 3.58 - 4.12. The results of this study are consistent with previous research by Abbas, et al.[10], Loan[43] , Ingsih, et al. [5], and Mohamad [29].

The research results show that there is no relationship between work-life balance and job satisfaction. As can be seen again in Table 2, the highest average score for responses regarding job satisfaction is found in the statement (JS2), "I am happy with the work itself". So even though PMI Banyumas Regency employees can achieve work-life balance, this does not make them feel job satisfaction. The results of this research are in line with the findings of Endeka, et al. [44]and Maharani, et al. [45].

The research results show that training affects employee job satisfaction. Providing good training will increase employees' knowledge, skills and abilities; this will make them feel satisfied with their various jobs[1]. This is in line with Herzberg's job satisfaction theory which states that job satisfaction will be achieved if a person's desire to continue to develop as a psychological need can be fulfilled[9].The results of this study are consistent with previous research by Ingsih, et al. [1] and Mumakinah, et al. [11].

The research results show that job satisfaction is unable to mediate the relationship between work-life balance and employee performance. This indicates that when work-life balance occurs, it is not always followed by an increase in performance when it is mediated by job satisfaction. This means that job satisfaction is not a strong mediator in the relationship between work-life balance and performance. The results of this research are in line with the findings of Pratiwi and Fatoni [46].

The research results show that job satisfaction can mediate the relationship between training and employee performance. Although training has no direct effect on performance, it has an indirect relationship when mediated by job satisfaction. Employees with minimal skills will need help with doing their work well, which can cause dissatisfaction. To overcome this dissatisfaction, organizations can hold training so that employees can feel satisfaction when they can complete their tasks well[47].The results of this study are consistent with previous research by Abbas, et al. [10]and Mumakinah, et al.[11].

The research results show that gender has no effect on employee performance. There is no significant difference between the performance of male employees and female employees. This is following Broadbridge and Fielden's [34] equality model, which states that men and women are equal in their work. The results of this study are in line with the findings of Nurudin et al (2023).

4. CONCLUSION

This research found that work-life balance and job satisfaction influence performance, but training does not influence performance. This research also found that training affected job satisfaction, but work-life balance did not affect job satisfaction. Even though training does not have a direct effect on performance, if it is mediated by job satisfaction, training will affect performance. In contrast, work-life balance has a direct impact on performance, but job satisfaction is not strong enough to mediate the relationship between work-life balance and performance. Apart from that, this research also found that gender as a control variable did not influence performance.

This research can be used as a consideration for the Indonesian Red Cross (PMI) Banyumas Regency in managing its human resources. For example, how can the Indonesian Red Cross (PMI) Banyumas Regency continue to create conditions that can support the work-life balance of its employees? Organize comprehensive training according to needs. Apart from that, we can pay attention to aspects of employee satisfaction, with the hope that if employee job satisfaction is met, their performance will improve.

A limitation of this research is that there were indicators that were removed during the validity test, namely the training variable (TR6) and the job satisfaction variable (JS9), so it is hoped that in future research, the indicators used will be expanded. Apart from that, after research, the work-life balance, training and job satisfaction variables only have an Adjusted R-square value of 28.9%, so the suggestion for further research is to add other variables that may have a big influence on performance, such as leadership and work environment, compensation, and organizational commitment.

REFERENCES

- [1] K. Ingsih, N. Riskawati, A. Prayitno, and S. Ali, "The Role of Mediation on Work Satisfaction to Work Environment, Training, and Competency on Employee Performance," *Jurnal Aplikasi Manajemen*, vol. 19, no. 3, pp. 469–482, 2021, doi: 10.21776/ub.jam.
- [2] A. A. P. Mangkunegara, *Corporate Human Resources Management*. Bandung: Rosdakarya Youth, 2017.
- [3] M. Gibson, *Human Resource Management*, 2nd ed. Jakarta: Erlangga, 2008.
- [4] Schermerhorn, *Management*, 8th ed. USA: John Wiley & Sons Inc, 2005.
- [5] K. Ingsih, R. A. Budiantoro, F. H. Hasanatina, and S. Ali, "Work-life Balance and Compensation on Performance with Job Satisfaction as an Intervening Variable for Millennial Generation Banking Employees," *Jurnal Manajemen Bisnis*, vol. 13, no. 2, pp. 255–276, Sep. 2022, doi: 10.18196/mb.v13i2.13947.
- [6] P. Susanto, M. E. Hoque, T. Jannat, B. Emely, M. A. Zona, and M. A. Islam, "Work-Life Balance, Job Satisfaction, and Job Performance of SMEs Employees: The Moderating Role of Family-Supportive Supervisor Behaviors," *Front Psychol*, vol. 13, Jun. 2022, doi: 10.3389/fpsyg.2022.906876.
- [7] H. C. Herlambang and R. Murniningsih, "The Effect of Worklife Balance on Employee Performance with Job Satisfaction as an Intervening Variable (Empirical Study on the Media and Creative Industry Workers' Union for Democracy (SYNDICATION))," in *Proceedings of the 2nd Business and Economics Conference In Utilizing of Modern Technology*, 2019, pp. 558–566.
- [8] G. T. Milkovich and J. W. Boudreau, *Human Resource Management*, 13th ed. London: Irwin Bork Team, 2002.
- [9] Suwatno and D. J. Priansa, *HR Management in Public and Business Organizations*. Bandung: Alfabeta, 2016.
- [10] N. Abbas, U. Ashiq, and A. Abbas, "Training and Employee Performance: Mediating Role of Job Satisfaction in Civil Society Organizations of Pakistan," *Journal of Accounting and Finance in Emerging Economies*, vol. 6, no. 4, pp. 1041–1050, 2020, [Online]. Available: www.publishing.globalcsrc.org/jafee
- [11] T. Mumakinah, M. Setiawan, and D. W. Irawanto, "Improved Performance of Agricultural Extension Agents with Infrastructural Facilities and Training Through Job Satisfaction," *Journal of Applied Management (JAM)*, vol. 18, no. 4, pp. 721–729, 2020, doi: 10.21776/ub.jam.2020.018.04.11.
- [12] P. S. Robbins and T. A. Judge, *Organizational Behaviour*, 13th ed. Jakarta: Salemba Empat, 2017.

- [13] Wibowo, *Perilaku dalam Organisasi*, 2nd ed. Depok: PT Rajagrafindo Persada, 2016.
- [14] K. Adnan Bataineh, "Impact of Work-Life Balance, Happiness at Work, on Employee Performance," *International Business Research*, vol. 12, no. 2, p. 99, Jan. 2019, doi: 10.5539/ibr.v12n2p99.
- [15] O. Artika, R. M. Girsang, and V. Tarigan, "Analysis of Performance Differences Based on Aspects of Gender, Age and Years of Service for Employees at the Ministry of Religion of Pematangsiantar City," *Management: USI Economic Journal*, vol. 3, no. 2, 2021.
- [16] D. Fathonah, Syahrani, and Andriyansah, "The Influence of Gender Roles and Work Stress on Nurse Performance at the Tarakan Regional General Hospital, North Kalimantan Province," *Journal of Scientific Management*, vol. 11, no. 2, pp. 117–124, 2020.
- [17] J. N. Soelistyoningrum, "The Influence of Gender and Leadership Style on Employee Performance (Case Study of PT XYZ)," *ESSENCE: Journal of Business Management*, vol. 23, no. 1, pp. 47–57, 2020.
- [18] Z. A. Nurudin, T. Rapini, and T. H. Abrianto, "The Role of Gender, Work Skills and Employee Turnover on Employee Performance at a Tapioca Starch Factory," *Bussman Journal: Indonesia Journal of Business Management*, vol. 3, no. 1, 2023.
- [19] F. R. Khateeb, "Work Life Balance-A Review of Theories, Definitions and Policies," *Cross-Cultural Management Journal*, vol. XXIII, no. 1, pp. 27–55, 2021.
- [20] N. R. Lockwood, "Work/Life Balance Challenges and Solutions," 2003. [Online]. Available: <http://www.wordspy.com/words/work-lifebalance.asp>
- [21] Kasmir, *Human Resource Management (Theory and Practice)*. Depok: PR Rajagrafindo Persada, 2016.
- [22] M. Hasibuan, *Human Resource Management*. Jakarta: Bumi Aksara, 2017.
- [23] L. F. D. C. Guteressa, Armanu, and Rofiaty, "The role of work motivation as a mediator on the influence of education-training and leadership style on employee performance," *Management Science Letters*, vol. 10, no. 7, pp. 1497–1504, 2020, doi: 10.5267/j.msl.2019.12.017.
- [24] B. Koo, J. Yu, B. L. Chua, S. Lee, and H. Han, "Relationships among Emotional and Material Rewards, Job Satisfaction, Burnout, Affective Commitment, Job Performance, and Turnover Intention in the Hotel Industry," *Journal of Quality Assurance in Hospitality and Tourism*, vol. 21, no. 4, pp. 371–401, Jul. 2020, doi: 10.1080/1528008X.2019.1663572.
- [25] P. Jyothi, C. Sonia, B. Rajasekar, D. Krishnamoorthy, and S. Ramanathan, "Does Work-life Balance Impact Job Satisfaction: Evidence from Faculty Member," 2020.
- [26] Z. Bello and G. I. Tanko, "Review of Work-Life Balance Theories," *GATR Global Journal of Business Social Sciences Review*, vol. 8, no. 4, pp. 217–227, Dec. 2020, doi: 10.35609/gjbssr.2020.8.4(3).
- [27] A. Victoria O., E. Olive U., A. Babatunde H., and M. Nanle, "Work-Life Balance and Employee Performance: A Study of Selected Deposit Money Banks in Lagos State, Nigeria," *The Journal of Social Sciences Research*, vol. 5, no. 12, pp. 1787–1795, Dec. 2019, doi: 10.32861/jssr.512.1787.1795.
- [28] J. O. Mercado, "Work Life Balance and Level of Satisfaction Among Women Teachers Assigned In The Northernmost Part of The Province of Surigao Del Sur, Philippines," *The South East Asian Journal of Management*, vol. 13, no. 2, pp. 140–150, Oct. 2019, doi: 10.21002/seam.v13i2.11344.
- [29] F. A. S. Mohamud, "Effect of Work-Life Balance on Job Satisfaction of Female Employee in Health Sector, Mogadishu, Somalia," *Journal of Business and Economics*, vol. 12, no. 5, 2021.
- [30] S. Haider, S. Jabeen, and J. Ahmad, "Moderated mediation between work life balance and employee job performance: The role of psychological wellbeing and

- satisfaction with coworkers,” *Revista de Psicología del Trabajo y de las Organizaciones*, vol. 34, no. 1, pp. 29–37, 2018, doi: 10.5093/jwop2018a4.
- [31] O. Dousin, N. Collins, and B. K. Kler, “Work-Life Balance, Employee Job Performance and Satisfaction Among Doctors and Nurses in Malaysia,” *International Journal of Human Resource Studies*, vol. 9, no. 4, p. 306, Nov. 2019, doi: 10.5296/ijhrs.v9i4.15697.
- [32] A. M.A, O. K.O, and A. M.A, “Empirical Study of the Relationship between Staff Training and Job Satisfaction among Nigerian Banks Employees,” *International Journal of Academic Research in Economics and Management Sciences*, vol. 2, no. 6, Dec. 2013, doi: 10.6007/ijarems/v2-i6/446.
- [33] R. Halilintar and A. Sobirin, “The Influence of Training and Organizational Commitment on Employee Performance through Job Satisfaction,” 2022. [Online]. Available: <https://journal.uii.ac.id/selma/index>
- [34] A. M. Broadbridge and Fielden, *Handbook of Gendered Careers in Management*. USA: Edward Elgar Publishing, 2015.
- [35] Sugiyono, *Educational Research Methods Quantitative, Qualitative and R&D Approaches*. Bandung: Alfabeta, 2016.
- [36] G. S. Abbad and J. E. Borges-Andrade, “Self-Assessment of Training Impact at Work: Validation of a Measurement Scale,” 2004. [Online]. Available: <https://www.researchgate.net/publication/28317079>
- [37] A. Aruldoss, K. B. Kowalski, and S. Parayitam, “The relationship between quality of work life and work life balancemediating role of job stress, job satisfaction and job commitment: evidence from India,” *Journal of Advances in Management Research*, vol. 18, no. 1, pp. 36–62, Jan. 2021, doi: 10.1108/JAMR-05-2020-0082.
- [38] L. J. Williams and S. E. Anderson, “Job Satisfaction and Organizational Commitment as Predictors of Organizational Citizenship and In-Role Behaviors,” *Journal Management*, vol. 17, no. 3, pp. 601–617, 1991.
- [39] I. Ghozali, *Multivariate Analysis Applications with the IBM SPSS 23 Program*, 8th ed. Semarang: Diponegoro University Publishing Agency, 2016.
- [40] J. F. Hair, C. M. Ringle, and M. Sarstedt, “PLS-SEM: Indeed a silver bullet,” *Journal of Marketing Theory and Practice*, vol. 19, no. 2, pp. 139–152, Apr. 2011, doi: 10.2753/MTP1069-6679190202.
- [41] M. D. V. S. Mendis and W. A. S. Weerakkody, “The impact of work life balance on employee performance with reference to telecommunication industry in Sri Lanka: a mediation model,” *Kelaniya Journal of Human Resource Management*, vol. 12, no. 1, pp. 72–100, Jan. 2017, doi: 10.4038/kjhrm.v12i1.42.
- [42] K. M. Mundingsari, R. A. Sularso, and A. B. Susanto, “The Effect Of Training And Competence On The Performance Of Laboratory Assistant Through Job Satisfaction As Intervening Variable,” *International Journal of Scientific & Technology Research*, vol. 8, no. 10, 2019, [Online]. Available: www.ijstr.org
- [43] L. T. M. Loan, “The influence of organizational commitment on employees’ job performance: The mediating role of job satisfaction,” *Management Science Letters*, vol. 10, no. 14, pp. 3307–3312, 2020, doi: 10.5267/j.msl.2020.6.007.
- [44] R. F. Endeka, W. Rumawas, and T. Tumbel, “Worklife Balance and Compensation on Employee Job Satisfaction at PT Hasjrat Abadi Kotamobagu Branch,” *Productivity*, vol. 1, no. 5, pp. 436–440, 2020.
- [45] C. Maharani, A. Diaz Kinanti, A. Yogiswara, D. AnggiSyahputri, and E. Dwi Farisandy, “The Effect of Work-Life Balance on Job Satisfaction among Employees in Bintaro,” *Journal of Perceptual Psychology*, vol. 8, no. 1, 2023, [Online]. Available: <http://jurnal.umk.ac.id/index.php/perseptual>
- [46] J. A. Pratiwi and F. Fatoni, “The influence of employee engagement and work-life balance on employee performance through job satisfaction,” *Journal of Management Science*, vol. 11, no. 2, pp. 432–444, 2023.

- [47] I. B. Aragon and R. S. Valle, "Does training managers pay off?," *International Journal of Human Resource Management*, vol. 24, no. 8, pp. 1671–1684, Apr. 2013, doi: 10.1080/09585192.2012.725064.

APPENDIX

Variable	Statements	References
Work-life Balance (WLB)	<p>WLB1: I have an adequate time to spend with the family even if I work</p> <p>WLB2: I have time sufficient time to take care of my family even if I work</p> <p>WLB3: I am not missing important social occasions even if I work</p> <p>WLB4: I can maintain my work and family with a proper schedule even if I work</p> <p>WLB5: I have enough time to take medical health checkups even if I work</p>	Aruldoss et al. (2020)
Training (TR)	<p>TR1: After attending the training, the quality of the work I do has improved</p> <p>TR2: After attending the training, I make fewer mistakes at work</p> <p>TR3: After attending the training, I do my work faster.</p> <p>TR4: After attending the training, my self-confidence has increased</p> <p>TR5: After attending the training, my motivation for working has improved</p> <p>TR6: After attending the training, the quality of the work I do has improved in tasks not related to the course</p> <p>TR7: I often make use of skills learned during training.</p> <p>TR8: After attending the training, I feel more receptive to changes</p> <p>TR9: I take advantage of opportunities to practice my newly acquired skills</p> <p>TR10: After attending the training, my workmates can learn from me</p> <p>TR11: I can remember well the course content</p>	Abbad et al. (2004)
Job Satisfaction (JS)	<p>JS1: I am satisfied with my responsibility</p> <p>JS2: I am happy about the work itself</p> <p>JS3: I get recognition in my work</p> <p>JS4: I find achievement in my job</p>	Aruldoss et al. (2020)

JS5: I get a fair promotion
JS6: I am satisfied with the use of my ability
JS7: I am satisfied with my family life because of my work
JS8: I am happy with my job security provided
JS9: I am satisfied with the working condition
JS10: I am satisfied with the salary provided
JS11: I am satisfied with the co-operation
JS12: I am satisfied with the communication received from the superiors

Job Performance (JP)

JP1: Aquadetely complete the assigned duties well
JP2: Fulfill responsibilities specified in job description
JP3: Meets formal performance requirements of the job
JP4: Enganges in activities that will directly affect his/her performance evaluation
JP5: Helps others who have been absent
JP6: Help others who have heavy work loads
JP7: Attendance at work is above the norm
JP8: Gives advance notice when unable to come to work

Williams and Anderson
(1991)

UNDER PLEER REVIEW