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The Effect of *Work-Life* Balance on *Employee Performance* Mediated by *Job Satisfaction* at Bela International Hotel Ternate

Risaldi M Saleh[1*], Fadhliah M Alhadar[2], Ruslan A Kamis[3]
[1]Universitas Khairun, Ternate, Indonesia, risaldisaleh291604@gmail.com
[2]Universitas Khairun, Ternate, Indonesia, fadhliah.alhadar@unkhair.ac.id
[3]Universitas Khairun, Ternate, Indonesia, ollan.ruslan@gmail.com

[*]Corresponding Author: risaldisaleh291604@gmail.com[1]

Abstract: The objectives of this study are: (1) To test whether work-life balance affects employee performance at Bela Internatinonal Hotel Ternate; (2) To test whether work-life balance has an effect on job satisfaction at Bela International Hotel Ternate; and (3) to test whether job satisfaction affects employee performance at Bela International Hotel Ternate; (4) To test whether work-life balance has an effect on employee performance mediated by job satisfaction at Bela International Hotel Ternate. The number of research samples was 108 employees of Bela International Hotel Ternate. The test tool used is stuctural equation modeling (SEM) using the smart partial least square (PLS) statistical program as a statistical test tool. The results of the study show that: (1) Work-Life Balance has a positive and significant effect on employee performance at Bela International Hotel Ternate. The results of this study mean that employees with a good work-life balance will have a balance in personal and work matters; (2) Work-Life Balance has a positive and significant effect on job satisfaction at Bela International Hotel Ternate. The results of this study mean that, the higher employee job satisfaction, the more employee performance increases; (3) Job Satisfaction has a positive and significant effect on employee performance at Bela International Hotel Terante; (4) Work-Life Balance has a positive and significant effect on employee performance through job satisfaction as a mediating variable at Bela International Hotel Ternate.

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

INTRODUCTION

Competition in the business world is increasing as time goes by. Work is a need of a person in bringing himself to a more satisfying state than before. In addition, a person is also required to continue to improve and develop quality and potential in performance and productivity in the company to become a benchmark for success at work, and also have the ability to compete with others in improving work. In realizing that, companies require that the resources involved in it must be able to maintain the company's existence. Among all the resources involved in sustaining a company, human resources have the most dominant contribution. Humans always play an active and dominant role in every organizational

activity because humans are the planners, actors and determinants of the realization of organizational goals (Hasibuan, 2015).

One of the industries that is growing rapidly is hospitality, because basically hotels have become a necessity for every circle, both private and government. The hotel industry is a form of trade in services that provide lodging services and other hotel services. Hotel operations are inseparable from the important role of human resources (HR) in it. HR in a business context is a person who works in an organization or who is often also called an employee. Karywan in a hotel must have one common goal, which is to want the hotel to experience an increase in revenue from year to year. For this reason, good performance and improving work results are the most important things in realizing progress in the company.

Employee Performance

Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not against the law and not contrary to morals and ethics (afandi, 2018). Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017).

Performance is the implementation of the plan that has been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation, and interests. How an organization appreciates and treats its human resources will affect its attitude and behavior in carrying out its performance (Wibowo, 2010).

Work-Life Balance

Work-life balance is an important factor for every employee, so that employees have a balanced quality of life in relation to their families and balanced in work. *Work-life balance* is a theory that explains how individuals manage their work and family environment and boundaries. *Work-life balance* programs include resources on elderly and child care, nursing, employee health and well-being, and relocation among others. Where many companies offer *family-friendly benefits* programs that employees need to balance life and work, which include *flextime*, *job sharing*, *telecommunicating* and others (Robbins and Judge, 2015)

According to Schermerhorn (2013), *work-life balance* is how a person is able to balance the demands of work with his personal and family needs. Rincy and Panchanatham (2010), stated that *work-life balance* is a situation where the conflict experienced by individuals is low and their role in work and personal life can run well. *Work-life balance* is a term used to describe practices in the workplace that claim and aim to support the needs of employees in achieving a balance between the demands of family and work life (Purohit, 2013).

Job Satisfaction

Everyone who works expects to get satisfaction from their place of work. Basically, job satisfaction is an individual thing because each individual will have a different level of satisfaction according to the values that apply in each individual. The more aspects of the job that match the individual's wishes, the higher the level of satisfaction felt.

According to Kreitner and Kinicki (2001), job satisfaction is an effectiveness or emotional response to various aspects of work. Davis and Newstrom (1985) describe job satisfaction as a set of employees' feelings about whether or not their job is enjoyable.

METHODS

The type of research used by the researcher is a quantitative approach, which is in the form of numbers. According to (Sugiyono, 2017), to test an established hypothesis,

researching a population and sample, then collecting data using research instruments, as well as statistics used for data analysis is an explanation of the quantitative approach method. The data sources used in this study are primary and secondary data, namely data that comes from the party concerned or directly obtained by the respondent. The population in this study is 111 employees of Bela International Hotel Ternate This study uses *the census sampling* method (saturated sample), which is the determination of the sample if all members of the population are used as samples. So that the sample in this study is a total sample or all members of the population (Sugiyono, 2010).

RESULTS AND DISCUSSION

Result

The following are the results of the validity and reliability test using regression analysis with the help of the SPSS test tool.

Test Measurement Model (*Outer Model*)

Convergent Validity Test

Table 1. *Outer Loading* Variables X, Z and Y

	***Employee Performance* (Y)**	***Job Satisfaction* (Z)**	***Work-Life Balance* (X)**
EP 1	0,815		
EP 2	0,815		
EP 3	0,795		
EP 4	0,849		
JS 1		0,747	
JS 2		0,736	
JS 3		0,705	
JS 4		0,794	0,738
JS 5		0,719	0,859
WB 1			0,815
WB 2			0,763
WB 3			
WB 4			

Source: SMART PLS 4, 2025

The results of the convergent validity test showed that the *outer loading* value of the construct indicator had a value above 0.70. Having a value of more than 0.70, all variable indicators in this study are said to be valid and qualified so that they do not need to be retested. In addition to observing *the value of the outer loading*, the validity of the convergence can also be determined through *the Averege Varience Expected* (AVE) value for each contract.

Reliability Test

Table 2. Composite *Reliability* and *Cronbach's Alpha Values*

Variable	***Cronbach's Alpha***	**Composite Reliability (rho_a)**
Work-Life Balance (X)	0,837	0,838
Employee Performance (Y)	0,836	0,839
Job Satisfaction (Z)	0,797	0,816

Source: SMART PLS 4, 2025

The condition commonly used to assess construct reliability is that *composite reliability* must be greater than 0.70. From the output results of SmartPLS above, all constructs have *a*

composite reliability value of more than 0.80 and *Cronbach's alpha* above 0.70. So it can be concluded that the construct has good reliability, is classified as good and acceptable.

Structural Model Testing (*Inner Model*)

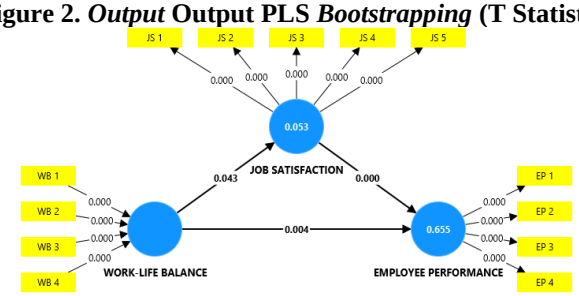
The structural model in PLS (*inner model*) is used to test the relationship of the variables that make up the variables. The test series in the structural model or *inner model* is to calculate the value of R-Squares. The following is the structural model of PLS *Alogarithm* and PLS *Bootstrapping research* :

Figure 1. PLS *Alogarithm* (Path Coefficient) *Output Result*



Source : SMART PLS 4 output data, 2025

Figure 2. *Output* Output PLS *Bootstrapping* (T Statistics



Source : SMART PLS 4 output data, 2025

The results of PLS *Alogarithm* and PLS *Bootstrapping* in both images show that after the validity and reliability test is carried out, it will produce the value of the *loading path* coefficient and *the value of the statistical T loading* factor for each indicator of the variables *work-life balance, job satisfaction* and *employee performance*.

The evaluation of the PLS structural model begins by paying attention to *the R-Square* value of each dependent latent variable.

Table 3. *R-Square* and *Adjusted R-Square Values*

Variable	*R-Square*	*Adjust R-Square*
Employee Performance (Y)	0,655	0,649
Job Satisfaction (Z)	0,053	0,044

Source : Primary data processed by SMART PLS 4, 2024

Based on Table 4.8, the *R-Square* value of *the employee performance* variable is 0.655 which means that the percentage value has an influence of the *work-life balance* variable on *the employee performance* of Bela Hotel Ternate by 65.5% and the remaining 34.5% is influenced by other variables that are not studied in this study.

The *R square value for the* job satisfaction *variable* is 0.053, this means that this value indicates that the percentage of influence of *the work-life balance* variable on *job satisfaction*

at Bela Hotel Ternate is only 5.3% and the remaining 94.7% is influenced by many other variables that are not studied in this study.

Hypothesis Test

Table 4. *Path Coefficients* (*Mean*, STDEV, *t-value*)

Type	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
X	0,232	0,214	0,079	2,914	0,004
Y	0,231	0,286	0,114	2,024	0,043
Z	0,724	0,722	0,05	14,404	0

Source: Primary data processed SMART PLS 4, 2024

The value of the test results *of the path coefficient* or *inner* hypothesis testing model, is explained in the description as follows:

1. The test results show that the effect *of work-life balance* on *employee performance* is significantly affected with *a T-statistic* of 2.914 > 1.98 and a *P-Value* value of 0.004 < 0.05, so *work-life balance* has a significant effect on *employee performance* of Bela Hotel Ternate. So that the first hypothesis of H1 was accepted (proven).
2. The test results showed that the effect *of work-life balance* on *job satisfaction* was significantly affected with *a T-statistic* of 2.024 > 1.98 and a *P-Value* value of 0.043 < 0.05, so *work-life balance* had a significant effect on *job satisfaction* in Ternate Hotel employees. So that the second hypothesis of H2 is accepted (proven).
3. The test results showed that the effect *of job satisfaction* on *employee performance* was significantly affected with *a T-statistic* of 14,404 > 1.98 and a *P-Value* value of 0.000 < 0.05, so *job satisfaction* had a significant effect on the *employee performance of* Hotel Ternate. So that the third hypothesis of H3 is accepted (proven).

Discussion

The Effect *of Work-Life Balance* on *Employee Performance*

The results of statistical analysis show that *work-life balance* has a significant effect on *the employee performance* of Bela Hotel Ternate. Employees with *a good work-life balance* will have a balance between personal and work matters, so that employees can show the best performance in their performance.

Work-life *balance* theory explains how individuals manage their work and family environment and boundaries. One of the *work-life balance* programs is employee health and well-being, where many companies offer *family-friendly benefits* programs that employees need to balance life and work (Robbins and Judge, 2015).

The balance between life in a job is an important factor and needs to be considered by every company in making a policy so that work productivity is maintained. A balance between a good work life will bring a sense of full responsibility in work as well as in his personal life. When an employee can balance his life between the world of work and his personal world, then the employee can be more motivated in carrying out his responsibilities in the company, and can reduce stress at work. Employees who feel comfortable with their jobs can improve employee performance in the company. Employees with a controlled *work-life balance* will show more productive performance at work (Meilia, 2024).

This research is in line with the research of Asari (2022), Arifin and Muharto (2022) and Meilia (2024): *work-life balance* has a positive effect on employee performance. Farida (2023), the results show that *work-life balance* has a positive and significant effect on *employee performance*. The better *the work-life balance* felt by employees, the higher *the level of employee performance*.

The Effect of *Work-Life Balance* on *Job Satisfaction*

Based on the results of the analysis, it shows that *work-life balance* has a significant effect on *job satisfaction* at Bela Hotel Ternate. The high job satisfaction of employees also increases. Employees who show high job satisfaction will of course provide good performance as well.

Work-life balance is about individuals having control over when, where and how they work. Which, this can be achieved if the individual's right to fulfill life both in and at work is accepted and respected and is mutually beneficial for individuals, business groups and society (Purohit, 2013). This advantage is a manifestation of an employee's satisfaction. According to Robbins and Judge (2015), job satisfaction is obtained from various aspects or aspects of a person's work so that job satisfaction is not a single concept. One can be relatively satisfied with any aspect of the job.

Naim (2024) explained that a balance between life and work can maintain psychological conditions at work. With a balance of work, workers' rights have been fulfilled. *A fulfilled work-life balance* will have an impact on increasing employee productivity. A good company is one that manages to create comfort for employees. Comfort will foster a sense of satisfaction. If the employee's *work-life balance* is achieved, employee satisfaction at work will also be achieved.

The results of this study support the research conducted by Rondonuwu (2019), Endeka et al. (2020), Naim (2024) and Marsanda (2024) said that *work-life balance* has a significant positive effect on *job satisfaction*. The amount of *work-life balance* that can be controlled has an impact on the high job satisfaction of Bela Hotel Ternate employees.

The Effect *of Job Satisfaction* on *Employee Performance*

The results of statistical analysis show that *job satisfaction* has a significant effect on *the employee performance* of Bela Hotel Ternate. With employees who have high *job satisfaction*, they will work well and earnestly.

According to Robbins and Judge (2015), job satisfaction arises based on the assessment of the work situation. The assessment can be done on one of the jobs, the assessment is carried out as a sense of appreciation in achieving one of the important values in the job. Satisfied employees prefer their work situations. Yunita and Yansyah (2024) Employees who feel satisfied with their work tend to show better performance. Companies should focus on efforts to improve employee job satisfaction as a strategy to improve overall performance in the organization.

Job satisfaction affects organizational efficiency, increases profits and superior competitiveness. If employee satisfaction appears, employee performance also increases. Companies should maintain the performance of their employees so that they are more enthusiastic about working by creating a sense of comfort at work. Not only a handful of employees feel it, but for all employees who work in the company. The relationship between employees must be a conducive situation so that the employees involved have a positive spirit that expands their thinking, is loyal, enjoys the work they have and does their work optimally (Fonataba and Marchyta, 2021).

This research is in line with the research of Paparang *et al*., (2021), Subiyanti and Trisnadi (2022) and Yunita and Yansyah (2024): *job satisfaction* affects employee performance. Somantri and Aga (2018) who stated that *job satisfaction* has a positive and significant effect on *employee performance*. A higher *level of job satisfaction* will be followed by an increase *in employee performance*. With the job *satisfaction* that exists in every employee, of course, they are able to develop employee performance.

The results of this study are the same as the results of the research of Fransiska and Maksum (2023), Priscilia (2022): *work-life balance* has a positive and significant effect on employee performance through *job satisfaction*. that *job satisfaction* mediates the *relationship between work-life balance* and *employee performance*. The *work-life balance* that exists in the employees of Hotel Bela Ternate has an impact on the satisfaction felt by the employees themselves which is realized through improving performance when they work.

CONCLUSION

Based on the results and discussions that have been described and explained previously, the conclusion in this study is:

1. *Work-life balance* has a significant effect on *the employee performance* of Bela Hotel Ternate. This means that employees with *a controlled work-life balance* will show more productive performance in the workplace.
2. *Work-life balance* affects *job satisfaction* at Bela Hotel Ternate. This means that high employee job satisfaction will increase employee performance.
3. *Job satisfaction* has a significant effect on *the employee performance* of Bela Hotel Ternate. This means that employees with high levels of satisfaction will do their jobs very well.
4. *Work-life balance* has a significant effect on *employee performance* through *job satisfaction*. This means that the better the management of *work-life balance* and with the *job satisfaction* that exists in each employee, of course, they are able to develop the performance of Bela Hotel Ternate employees.

Thus, the indirect relationship between *work-life balance* and *job satisfaction* is able to create the performance of company employees.

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