

The Effect of Job Satisfaction on Work Performance with Mediated Work Life Balance

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Received : October 29, 2025

Accepted : November 25, 2025

Published : January 31, 2026

Citation: Tampubolon, H.G., Hardjo, S., & Patisina, (2026). The Effect of Job Satisfaction on Work Performance with Mediated Work Life Balance. *Ijomata International Journal of Social Science*, 7(1), 445-458.

<https://doi.org/10.61194/ijss.v7i1.1998>

ABSTRACT: This study aims to examine the direct impact of job satisfaction on individual work performance, as well as the indirect influence mediated by work-life balance. The data were collected using instruments designed to assess job satisfaction and work-life balance, while work performance data were obtained from relevant institutions. The sample was obtained through convenience sampling, yielding a total of 78 employees. The findings of this study demonstrate both direct and indirect effects of job satisfaction on work performance, although the mediator work-life balance did not exert a greater effect than job satisfaction. This study contributes to the organizational and industrial context, demonstrating that job satisfaction is a key issue that needs improvement, rather than work-life balance, which is an external issue within the organizational and industrial context. Unlike previous research that demonstrated that work-life balance plays a significant role in one's work performance, this study demonstrates that job satisfaction is far more effective in improving work performance. Limitations and recommendations are explained further in this article.

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



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INTRODUCTION

Work performance is a key aspect of human resource management because it determines organizational effectiveness and productivity, given its inherent correlation with organizational effectiveness and productivity (Mathis & Jackson, 2011; Nuraini, 2013; Sunyoto, 2012; Umar, 2011). work performance is at least formed from task performance, contextual performance, adaptive performance (Koopmans et al., 2014). Employees who demonstrate high performance make significant contributions to the achievement of organizational goals, while those exhibiting low performance can impede organizational progress. Therefore, improving employee performance remains a major research focus in contemporary organizational studies. A variety of factors have been recognized as influencing differences in work performance, such as employees' individual abilities and competencies, the nature of their work environment, and the degree of motivation and job satisfaction they experience (Angka & Sulawati, 2022; Arnaldo & Andani, 2021; Setiawan, 2017). Consequently, management must endeavor to establish optimal conditions conducive to employees achieving optimal performance (Hasibuan, 2014).

Work performance is indicative of the degree to which an individual or team is achieving objectives established by both management and the various departments within the organization (S. P. Robbins & Judge, 2014; Simarmata et al., 2023). The performance of an individual or a group is regarded as successful if the objectives are met in an optimal manner. Moreover, work performance is conceptualized as the outcome of a dynamic among an employee's ability, motivation, and available opportunities, with job satisfaction serving as a key determinant that significantly influences individual performance within the organization (Koopmans et al., 2011). Employees who experience job satisfaction are more likely to exert maximum effort and utilize their full range of abilities to complete assigned tasks (Sujana & Ardana, 2016). This contributes to optimal work performance. Therefore, the primary question to be examined in this study is whether job satisfaction directly influences work performance.

As indicated by extant research, organizational entities are obligated to perpetually enhance the performance of their personnel to sustain a competitive advantage (Armstrong, 2021). Employees who feel valued and have a sense of contribution to the organization tend to exhibit greater engagement in their work and demonstrate enhanced performance (Luthans et al., 2021). In the contemporary era, in an era characterized by intense competition and rapid transformation, the comprehension of job satisfaction holds substantial importance for organizational effectiveness and sustainability (Fitria & Linda, 2020). As job satisfaction has been demonstrated to be a contributing factor to decreased productivity, leading to turnover (Maslach & Leiter, 2016), the creation of stress (S. Robbins, 2016; S. P. Robbins et al., 2017; S. P. Robbins & Coulter, 2016), and the enhancement of work performance in the presence of low stress (Maslach & Leiter, 2016), it is imperative to consider these factors in the context of organizational health and performance. Therefore, it is evident that (H1) job satisfaction exerts a direct influence on individual work performance.

However, it should be noted that not all a high degree of employee job satisfaction necessarily lead to improved work performance. One potential contributing factor to this phenomenon is work-life balance. The concept of work-life balance, also referred to as work-life balance, refers to the effectiveness and productivity of individuals who function well and have a positive impact on their work and personal lives (DiRenzo, 2010; Poulose & Sudarsan, 2018). According to Greenhaus & Allen (2011), work life balance refers to an individual's capacity to distribute time, attention, and energy in a proportional manner that accommodates both professional and personal role demands (Delecta, 2011). In today's demanding work environment, where expectations are constantly intensifying, individuals are increasingly challenged to maintain a fragile equilibrium between their professional responsibilities and personal lives (Memon & Alcasoas, 2018). The endeavor to attain a harmonious balance between workplace demands and personal life needs has become increasingly intricate and diverse (Raja & Stein, 2014).

Employees who allocate sufficient time for rest, relaxation, and engagement in activities outside of work tend to report higher levels of contentment with their lives. This phenomenon has been demonstrated to exert a positive influence on various aspects of employee motivation, productivity, and performance in the workplace (Ubaidillah et al., 2024). Individuals who experience contentment in their personal lives tend to exhibit positive interactions with their colleagues, which, in turn, fosters heightened job satisfaction and enhanced performance (Brummelhuis & Lippe, 2010). When personal, social, and professional needs are met

proportionally, employees exhibit increased energy and focus in carrying out their responsibilities. Furthermore, opportunities for individuals to participate in non-work activities, such as spending quality time with family, maintaining physical health through exercise, or engaging in personal hobbies and interests, have been shown to have a positive impact on productivity, a more adaptive attitude to stress, and a stronger commitment to the organization (Kelliher & Anderson, 2010). The current study focuses on examining the mediating role of work-life balance in the linkage between job satisfaction and individual work performance. More specifically, it proposes that job satisfaction influences work performance not only directly but also indirectly through the mechanism of work-life balance.

According to the extant literature, a healthy equilibrium between personal life and work is known to engender improved individual well-being and directly contribute to increased performance and productivity in organizations (Mendis & Weerakkody, 2017). Furthermore, the discrepancy between personal life and professional obligations has been demonstrated to engender stress, which can precipitate a decline in employee productivity (Aslam, 2015). Multiple empirical studies have verified that work-life balance plays a significant role in shaping employees' work performance (Fogaça et al., 2018). The analysis conducted by Badrianto and Ekhsan (2021) revealed a direct and positive association between work-life balance and individual job performance. Supporting this perspective, Cahyani et al. (2024) further emphasized that work-life balance is significantly and positively related to individual performance, indicating that employees who maintain balance between personal and professional domains tend to perform better at work. Employees who successfully maintain a balance between their work and personal lives tend to exhibit higher motivation, stronger organizational commitment, reduced stress levels, and improved work productivity. Hence, work-life balance serves as a contributing factor in the linkage between job satisfaction and work performance (Kar & Mishra, 2016). This evidence supports hypothesis (H2), which posits that job satisfaction has an indirect effect on work performance through the mediating role of work-life balance (Asari, 2022; Firdaus, 2025; Tawakal et al., 2025).

METHOD

This study adopts a quantitative approach with a cross-sectional research design (Sugiyono, 2017). Ethical clearance for the study was granted by the Master of Psychology Program at Medan Area University, ensuring adherence to research ethics standards. Conversely, the respondent's agreement is documented on the initial sheet or the first part of the scale that has been provided. The data collection phase was executed in September 2025, spanning a duration of seven days from 6:00 a.m. to 12:00 p.m. Data collection is carried out using a printed scale or electronic media (Google Form). To ensure the accuracy and integrity of the data collection process, each data collection will be accompanied by measures to prevent miscommunication during data entry and other pertinent matters. A convenience sampling technique ($n = 78$) was used due to time constraints during data collection. While this limits generalizability, it allows for exploratory assessment within the organization studied.

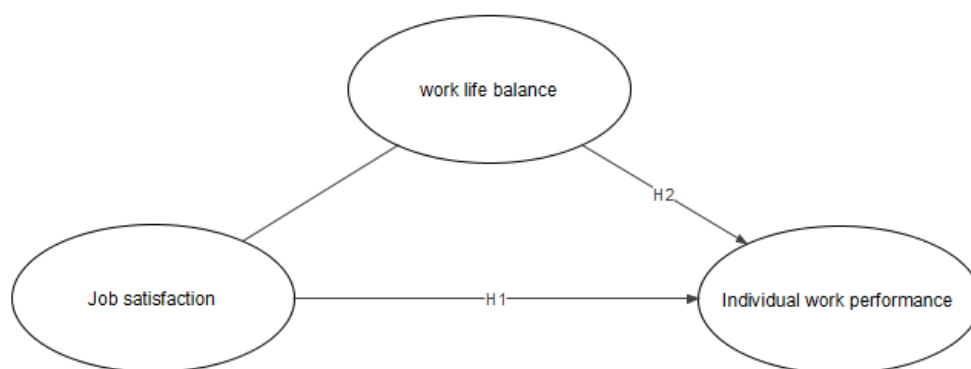


Figure 1. Conceptual model

The present study employed two instruments. The initial instrument was designed to assess work-life balance, defined as the equilibrium between professional obligations and personal commitments. This scale, adapted from Nugraha et al. (2022), The instrument comprises 17 items representing four key dimensions: (1) Work Interference with Personal Life, (2) Personal Life Interference with Work, (3) Work Enhancement of Personal Life, and (4) Personal Life Enhancement of Work. This scale employed Confirmatory Factor Analysis (CFA) to assess validity and CTT to evaluate reliability. The results indicated acceptable CFA and model fit (RMSEA = 0.08, GFI = 0.986, CFI = 0.923), suggesting that the adapted items were pertinent to measuring the construct. Additionally, the adapted scale exhibited a Cronbach's Alpha value of 0.864, suggesting that the scale would generate consistent results when employed on disparate samples (with analogous characteristics) and at various temporal points.

Additionally, a job satisfaction instrument was employed to assess the psychological state of the individual in the workplace. The measurement of job satisfaction was conducted using the Job Satisfaction Questionnaire (JS-Q) scale, as proposed by Ahmad et al. (2020). The final version of the JS-Q comprises a total of 34 questions, which are based on eight distinct aspects. For all eight aspects, each item demonstrated a minimum factor loading of 0.500, indicating acceptable construct validity. The Cronbach's alpha coefficient reached at least 0.750, confirming good internal consistency, while the corrected item-total correlation values were no lower than 0.500. Overall, the model achieved a satisfactory level of goodness of fit, as indicated by a Chi-square/df value of less than 3.0, a root mean square error of approximation (RMSEA) value of less than 0.8, and finally, a Tucker Lewis index (TLI) and a comparative fit index (CFI) value greater than 0.9 (Sari et al., 2022).

Concurrently, work performance is evaluated based on performance data in accordance with the Environmental Service Regulation (2024), which stipulates the Performance Evaluation of Environmental Service Employees in Kabanjahe. The inventory under consideration comprises 21 items, each of which is associated with multiple aspects, including: The seven characteristics of an effective leader, as identified by the organization, are as follows: 1) service-oriented, 2) accountable, 3) competent, 4) harmonious, 5) loyal, 6) adaptive, and 7) collaborative. The performance assessment scale ranges from 1, indicating "Very poor," to 4, indicating "Very good."

This study aims to examine the mediating role of work-life balance (M) in the relationship between job satisfaction and individual work performance (Ganapathi, 2016; Wungu, 2020). In other words, it explores the extent to which work-life balance acts as an intervening variable influencing the effect of job satisfaction on work performance (Pasaribu, 2024). The collected data will be tabulated in Excel and then analyzed for mediation using Jeffrey's Amazing Statistics Program. Data normality will be assessed using skewness and kurtosis. Construct validity was assessed through confirmatory factor analysis (CFA), and internal consistency was confirmed with Cronbach's alpha coefficients exceeding 0.70. Each scale was first translated using a machine translation tool similar to an expert translator (Lu et al., 2025). Meanwhile, the consistency of the scale uses internal reliability with the alpha formula.

RESULT AND DISCUSSION

Scale consistency

The job satisfaction item demonstrated an estimated range of 0.185 (18.5%) to 0.623 (62.3%), as determined by the analysis of the data. Therefore, it was determined that two items pertaining to job satisfaction, designated kk1 and kk2, were eliminated from the study. Concurrently, the estimated coefficient α was 0.901, the value falls within a 95% confidence interval ranging from 0.873 to 0.929, indicating a high level of reliability in the analysis results. This finding suggests that the job satisfaction instrument possesses a high degree of reliability, thereby affirming the consistency and appropriateness of the statement items in the scale for measuring respondents' job satisfaction.

Additionally, the work-life balance item demonstrated an estimated range of 0.145 (14.5%) to 0.588 (58.8%). A subsequent investigation revealed that four job satisfaction items were eliminated: wlb1, wlb12, wlb14, and wlb15. The estimated coefficient α was 0.789, the value falls within a 95% confidence interval ranging from 0.715 to 0.864. This finding suggests that the instrument exhibits adequate reliability, as evidenced by an alpha value greater than 0.70. Consequently, the items in this scale are regarded as consistent and can be relied upon to measure the intended construct.

Additionally, the work performance item has an estimated range of 0.228 (22.8%) to 0.604 (60.4%). The measurement of work performance was conducted on the basis of data obtained from relevant agencies. The estimated coefficient α is 0.826, with a 95% confidence interval between 0.767 and 0.885. This finding suggests that the work performance instrument possesses a high degree of reliability, as evidenced by an alpha value that exceeds 0.80. Therefore, it can be concluded that the items in the work performance scale demonstrate strong internal consistency and reliability in assessing respondents' individual work performance. Overall, this analysis does not use bootstrapping tests.

Mediation analysis

It has been established that the data has been distributed normally. The skewness value for the work-life balance is -0.058, and the kurtosis is -0.002. For the job satisfaction, the skewness is

0.036, and the kurtosis is -0.132. Finally, the skewness for work performance is 0.120, and the kurtosis is -0.195. Therefore, the data from the three measurements are categorized as normal because the skewness and kurtosis values are not more than 2.0.

Table 1. Direct effects

				95% CI					
				est	error	z	p	Low	Up
Job satisfaction	→	Work performance		0.682	0.044	15.68	< .001	0.597	0.767

The prevailing estimate, Job satisfaction significantly predicts work performance ($\beta = 0.682$, $p < .001$), indicating that higher satisfaction is associated with improved employee outcomes, with a magnitude of 68.2%.

Table 2. Indirect effects

					95% CI					
					est	error	z	p	Low	Up
JS	→	WLB	→	WP	0.292	0.041	7.146	< .001	0.212	0.372

Note. JS= job satisfaction, WLB= work life balance, WP= work performance

According to the data presented in the table, the standard estimate is calculated to be 0.292, with a p-value that is less than 0.001. This result indicates that job satisfaction indirectly influences individual work performance through the mediating role of work-life balance, accounting for 29.2% of the total effect.

The path analysis simultaneously revealed that job satisfaction had a strong effect on work life balance by 0,89, work-life balance influenced work performance by 0.33, and job satisfaction directly affected work performance by 0.68 (Habibie et al., 2025; Putri, 2021). Therefore, it can be concluded that the influence of job satisfaction on work-life balance is greater than the influence of work-life balance on work performance.

The analysis of the direct effect revealed a standardized estimate value of 0.682 with a p-value of <0.001. This indicates that job satisfaction has a significant direct influence on work performance, accounting for 68.2% of the overall effect on employees' performance (Nabila & Budiono, 2025). Consequently, the extent to which employees experience job satisfaction, encompassing factors such as rewards, work environment, development opportunities, and relationships with colleagues and superiors, directly correlates with their work performance (Yadav & Rani, 2015). Improved individual performance, when aggregated, contributes to organizational success. In essence, the success of an organization depends on the quality of its employees' performance, which is largely shaped by the level of job satisfaction they experience in fulfilling their daily duties (Hermana et al., 2023).

This finding contributes to the limited empirical evidence on mediation mechanisms among Indonesian civil servants. Similarly, Paparang et al. (2021) found a positive correlation between job satisfaction and employee performance, indicating that higher job satisfaction tends to enhance employees' overall work performance. This consistent research finding serves to bolster the

existing body of empirical evidence that job satisfaction is a crucial factor contributing to improved employee performance. Employees who are satisfied with their jobs, work environment, and reward systems tend to be more motivated, work more effectively, and deliver optimal results. This finding lends further credence to the notion that endeavors aimed at enhancing job satisfaction can serve as a pivotal strategy for augmenting organizational productivity and achieving success.

In their research, (Londok et al., 2019) reinforced the view that job satisfaction is a key factor in improving employee performance. Employee satisfaction with various aspects of their work environment, including compensation and relationships with superiors and coworkers, has been demonstrated to be positively correlated with increased dedication and work motivation. This phenomenon has been demonstrated to directly impact increased productivity and work effectiveness, thereby contributing to the achievement of organizational goals (Pangemanan et al., 2017). In essence, job satisfaction has been demonstrated to be not only positively correlated with performance but also to have a statistically significant influence on employee performance in the organizational settings studied.

Concomitantly, Makaluas et al. (2017) demonstrated that job satisfaction exerts a simultaneous influence on employee performance, signifying that employees' comprehensive job satisfaction contributes meaningfully to their performance enhancement. This perspective lends further credence to the notion that job satisfaction plays a pivotal role in employee performance. Employee satisfaction with various aspects of their work environment, including the reward system, opportunities for promotion, relationships with superiors and coworkers, and the overall work atmosphere, has been demonstrated to be positively correlated with heightened motivation and commitment to delivering optimal work results. The enhancement of job satisfaction has been demonstrated to exert a positive influence on the well-being of individual employees, while concurrently contributing to the effectiveness and success of the organization in its entirety.

Employees experiencing discontent with the characteristics or nature of their work can strategically diminish their commitment to the organization. Employees represent the primary driving force within an organization; therefore, their dissatisfaction with their work can pose a serious threat to overall organizational performance. Satisfaction with the nature of their work plays a crucial role in maintaining employee commitment and productivity. When individuals perceive a discrepancy between their work and their interests, abilities, or expectations, they often experience a decline in motivation, a reduction in work effort, and even the manifestation of counterproductive behaviors. This phenomenon impacts not only individual performance but also the effectiveness of teams and the achievement of organizational goals. Consequently, it is imperative for organizations to ensure that job characteristics align with employee needs, values, and expectations to create optimal job satisfaction (Augustine et al., 2022).

This result underscores that job satisfaction serves as a crucial determinant in improving employee performance. Various dimensions such as promotion prospects, fair compensation, effective supervision, positive workplace relationships, and a supportive organizational environment collectively foster job satisfaction, which in turn enhances employee motivation, commitment, and productivity. Conversely, job dissatisfaction has been demonstrated to reduce work enthusiasm and commitment, and can even threaten overall organizational performance. Consequently, organizations must prioritize the identification of factors that influence job satisfaction. This

enables employees to function at their optimal level and contribute to the success of the organization.

The mediation analysis concurrently revealed an indirect effect, with a standardized estimate of 0.292 and a p-value of <0.001 , indicating that 29.2% of the influence of job satisfaction on performance operates through work-life balance. In other words, higher job satisfaction promotes a healthier work-life balance, which subsequently contributes to improved individual work performance, has been demonstrated to enhance employee effectiveness, motivation, and overall performance.

When WLB is maintained, employees experience lower stress, decreased fatigue, and increased work engagement (Wu, 2011). These factors enhance work effectiveness and productivity. Consequently, the positive impact of job satisfaction on performance is frequently "transmitted" through improvements in work-life balance (WLB) (Rondonuwu et al., 2018; Turangan et al., 2022). This suggests that a portion of the influence of job satisfaction on performance is mediated by changes in WLB (Omolayo & Omole, 2013). Empirical evidence for this mediating role has been identified in studies examining WLB as a mediator between job variables such as work flexibility, satisfaction, and performance outcomes. WLB functions as a psychological conduit, with high job satisfaction engendering positive sentiments regarding work, thereby prompting individuals to judiciously balance their time between professional and personal domains (Nur & Prestiana, 2019). This equilibrium fosters emotional stability and heightened work energy, thereby enabling employees to function more efficiently and productively. (Susanto et al., 2022; Yasinta & Dewi, 2024).

Safira & Wahyuningsih (2024) stated that, from a methodological perspective, the results of path analysis and mediation tests frequently indicate that the indirect effect of job satisfaction on performance through work-life balance (WLB) is significant. This finding suggests that certain changes in employee performance can be explained through the pathway from job satisfaction to WLB and then to work performance. Consequently, quantitative research endeavors aimed at comprehensively elucidating the mechanisms underlying this relationship should not only examine the direct effect between job satisfaction and performance but also incorporate WLB as a mediator variable to depict a more comprehensive and realistic relationship regarding how job satisfaction contributes to enhanced employee performance.

In today's dynamic business landscape, job satisfaction and work-life balance (WLB) are closely interrelated, with their simultaneous improvement contributing significantly to enhanced employee performance. Employees who experience satisfaction from various job-related factors such as equitable compensation, supportive supervision, and workplace flexibility tend to sustain a healthier equilibrium between their work related responsibilities and the demands of their personal lives. The result of these efforts is a marked improvement in the well-being of the organization's constituents, a notable reduction in stress levels, and a concomitant increase in motivation and loyalty to the organization. Consequently, it is imperative for management to implement comprehensive policies, such initiatives may include implementing flexible working hours, providing career development opportunities, and offering support for employees' family-related needs, all of which jointly enhance job satisfaction and work-life balance (WLB) (Koopmans et al., 2012). Ultimately, efforts to improve both job satisfaction and WLB are expected to strengthen

organizational effectiveness, elevate productivity, and optimize overall performance across the organization (Febriyanti & Satrya, 2025).

In summary, the findings indicate that job satisfaction not only has a direct effect on employee performance but also exerts an indirect influence by enhancing work-life balance, which subsequently contributes to improved work outcomes. When work-life balance is maintained, employees tend to experience lower stress, more stable work energy, and higher engagement, enabling them to work more effectively and productively. Consequently, work-life balance functions as a pivotal conduit through which job satisfaction exerts a favorable influence on work performance. The implications for HR and organizational policy are strong and contextually relevant. The study provides actionable insights for improving employee well-being and productivity, especially in developing economies. This approach has been shown to enhance both employee satisfaction and performance, thereby contributing to the organization's overall success.

CONCLUSION

The present study effectively refuted the proposed null hypothesis, as job satisfaction significantly influenced work performance. Furthermore, the findings revealed that work-life balance serves as a mediating factor in the relationship between job satisfaction and work performance. Although each variable demonstrates significant interdependence, the effect of job satisfaction on work-life balance was found to be stronger than the effect of work-life balance on performance. This indicates that job satisfaction plays a dominant role in fostering a balanced integration of personal and professional life, which subsequently enhances employee performance. The study's limitations stem from the use of non-probability sampling due to uncontrollable conditions. Additionally, the instrument utilized by the relevant institution has not been adequately delineated, thereby resulting in an inadequate exposition of the validity issue. This is primarily due to the fact that the relevant institution has employed this assessment as the foundation for evaluating employee work performance. Further research is necessary to collect data in accordance with statistical recommendations. Mixed methods can be used to further explore symptoms or cases.

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