

Work-Life Balance and Performance: The Mediating Role of Job Satisfaction at BPS North Maluku

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ABSTRACT

This study analyzes the influence of work-life balance on employee performance with job satisfaction as a mediating variable among employees of the Central Bureau of Statistics (BPS) in North Maluku Province. Using a quantitative approach, data were collected from 100 millennial and Generation Z employees through a structured questionnaire and analyzed using hierarchical regression in SPSS 25. The results show that work-life balance has a positive and significant effect on job satisfaction and employee performance. Job satisfaction also positively and significantly improves employee performance and partially mediates the relationship between work-life balance and performance. These findings indicate that employees who maintain a balanced work and personal life tend to experience higher job satisfaction, which, in turn, enhances their performance. The study highlights the importance of organizational policies that support work-life balance to strengthen well-being and productivity within public sector institutions.

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Keywords:

Work-life Balance ;
Job Satisfaction;
Employee
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INTRODUCTION

Work-life balance has become an essential issue in modern organizations, particularly as employees face increasing job demands and pressure to maintain optimal performance. Greenhaus and Allen (2011) define work-life balance as the extent to which individuals are equally engaged and satisfied with both work and non-work roles. When balance is achieved, employees generally experience lower stress, higher motivation, and improved job satisfaction, all of which support positive performance outcomes (Luthans, 2011). Conversely, an imbalance between professional and personal responsibilities can lead to fatigue, reduced commitment, and deteriorating performance levels.

In public sector institutions such as the Central Bureau of Statistics (BPS) in North Maluku Province, employees, predominantly millennials and Generation Z, are confronted with tight deadlines, additional work assignments, and high-performance expectations. Interestingly, despite these pressures, BPS performance reports show that annual organizational targets are consistently achieved or even exceeded. This creates an important gap between increasing job demands and sustained performance, suggesting that psychological mechanisms, such as job satisfaction, may influence how employees manage work-life demands.

Previous studies generally support the positive influence of work-life balance on job satisfaction and employee performance (Robbins & Judge, 2017; Luthans, 2011). However, empirical findings are not fully consistent. Some studies found that Work-life balance has a negative and significant effect on employee performance at the Cooperatives and Small and Medium Enterprises (SMEs) Service of North Sulawesi Province (Timbelung 2023). These contradictory findings indicate the need

for further investigation, especially in government institutions with unique bureaucratic characteristics and rising productivity expectations.

Given these inconsistencies, it becomes important to analyze how work-life balance influences employee performance through job satisfaction, particularly within the operational context of BPS in North Maluku Province. Therefore, this study aims to examine the influence of work-life balance on employee performance with job satisfaction as a mediating variable.

Literature Review

1. Work-Life Balance

Work-life balance is an individual's ability to balance involvement, time, and satisfaction between work and personal life (Greenhaus & Allen, 2011). Imbalance can lead to stress, fatigue, and decreased performance, while balance tends to improve psychological well-being and productivity. Previous research has shown that work-life balance can improve employee job satisfaction and performance (Robbins & Judge, 2017; Luthans, 2011). However, there are inconsistent findings, such as Timbelung (2023), who found a negative impact in the context of certain government agencies.

2. Job Satisfaction

Job satisfaction is an individual's emotional response to their job, based on a comprehensive evaluation of its various aspects (Spector, 1997). High job satisfaction directly contributes to increased motivation, commitment, and performance (Luthans, 2011). Several studies have found that work-life balance increases job satisfaction (Sayekti, 2019; Aliya et al., 2020), but other studies have shown different results (Kurnia et al., 2018).

3. Employee Performance

Employee performance is the quality and quantity of work performed in carrying out tasks in accordance with responsibilities (Mangkunegara, 2017). Performance is influenced by motivation, ability, working conditions, job satisfaction, and work-life balance (Robbins & Judge, 2017). Previous research has shown that job satisfaction has a significant influence on performance (Oktavianti, 2020; Kurnia et al., 2018), although inconsistent results, such as those found in Kristine (2017), have been reported.

Hypotheses

In this research model, work-life balance is proposed to have both a direct effect on employee performance and an indirect effect through job satisfaction as a mediating variable. These relationships form the basis for developing the hypotheses as follows: (1) H1: Work-life balance has a positive and significant effect on employee performance. (2) H2: Work-life balance has a positive and significant effect on job satisfaction. (3) H3: Job satisfaction has a positive and significant effect on employee performance. (4) H4: Job satisfaction partially mediates the effect of work-life balance on employee performance.

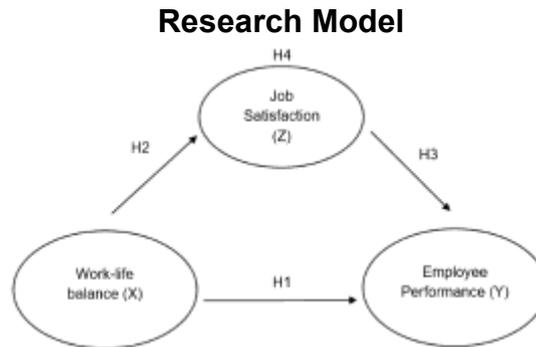


Figure 1 Conceptual Framework

The conceptual framework of this study illustrates the relationship between work-life balance, job satisfaction, and employee performance. Work-life balance is proposed to influence employee performance both directly and indirectly through job satisfaction as a mediating variable. This model is developed based on previous theories and empirical studies indicating the role of job satisfaction in strengthening the effect of work-life balance on performance.

METHOD

This study employed a quantitative research design to analyze the influence of work-life balance on employee performance with job satisfaction as a mediating variable. The population consisted of employees of the Central Bureau of Statistics (BPS) in North Maluku Province, specifically those from millennial and Generation Z cohorts. A total of 100 respondents were selected using saturated sampling, as all employees who met the age criteria were included.

Data were collected using a structured questionnaire comprising validated measurement items, which were subjected to factor analysis to ensure construct validity, and reliability testing was conducted to confirm internal consistency. The variables of work-life balance, job satisfaction, and employee performance were measured using Likert scales.

To test the hypotheses, hierarchical regression analysis was conducted using SPSS 25. This approach allowed the assessment of both the direct effects of work-life balance on job satisfaction and employee performance, as well as the mediating effect of job satisfaction. The mediation test followed the guidelines for indirect-effect analysis by comparing regression models across stages. All statistical decisions were made with a significance level of 0.05.

RESULTS AND DISCUSSION

Table 1. Regression Result: Work-life Balance on Employee Performance (H1)

		Coefficients ^a		
		Unstandardized Coefficients	t	Sig.
Model	B			
1 (Constant)	3,183	14,071	0,000	
Work-life balance	0,284	4,510	0,000	

a. Dependent Variable: Employee Performance

Source: SPSS, 2025

The hierarchical regression analysis shows that work-life balance has a positive and significant effect on employee performance, with a regression coefficient of 0.284 and a significance value of 0.000 (< 0.05). These results indicate that higher levels of work-life balance directly contribute to improved performance among employees of the Central Bureau of Statistics (BPS) in North Maluku Province.

Table 2. Regression Result: Work-life Balance on Job Satisfaction (H2)
Coefficients^a

Model	Unstandardized Coefficients B	t	Sig.
1 (Constant)	2,195	9,724	0,000
Work-life Balance	0,455	7,232	0,000

a. Dependent Variable: Job Satisfaction

Source: SPSS, 2025

The second regression model reveals that work-life balance significantly improves job satisfaction, with a coefficient of 0.455 and a significance value of 0.000 (< 0.05). This suggests that employees who experience balanced work and personal life tend to report higher levels of job satisfaction.

Table 3. Regression Result: Job Satisfaction on Employee Performance (H3)
Coefficients^a

Model	Unstandardized Coefficients B	t	Sig.
1 (Constant)	2,340	8,089	0,000
Job Satisfaction	0,484	6,430	0,000

a. Dependent Variable: Employee Performance

Source: SPSS, 2025

The second regression model reveals that work-life balance significantly improves job satisfaction, with a coefficient of 0.455 and a significance value of 0.000 (< 0.05). This suggests that employees who experience balanced work and personal life tend to report higher levels of job satisfaction.

Table 4 Direct, Indirect and Total Effect for Job Satisfaction

Variable	Direct	Indirect	Total Effect
Work-life Balance-Employee performance	0,284	0,220	0,504
Work-life Balance-Job Satisfaction	0,455	-	-
Job Satisfaction-Employee Performance	0,484	-	-

Source: SPSS 2025

The mediation results indicate that work-life balance has a direct effect of 0.284 on employee performance, while the indirect effect through job satisfaction is 0.220. The total effect increases to 0.504, showing that both pathways contribute positively. Since the direct effect remains significant after controlling for the mediator, the mediation is considered partial. This means job satisfaction strengthens but does not replace the influence of work-life balance on performance.

Discussion

The results of this study show that work-life balance significantly improves employee performance. This finding aligns with previous empirical research, which demonstrated that employees who experience a balance between work and personal roles tend to perform better due to reduced stress and improved psychological well-being. Similar results were reported by Bataineh (2019), who showed that work-life

balance has a significant effect on employee performance, as it can foster a pleasant working atmosphere (happiness at work) and directly increase productivity. In the context of BPS North Maluku, where employees often work under tight deadlines, balanced work conditions appear to help maintain stable performance levels.

The result of this study shows that work-life balance has a strong and significant impact on job satisfaction. This result is consistent with the studies by Sayekti (2019) and Aliya et al. (2020), which found that work-life balance positively influences job satisfaction because employees who manage their time and energy in a balanced manner are more likely to achieve happiness and emotional peace in the workplace. For millennial and Generation Z employees who dominate the workforce at BPS North Maluku, work-life balance is closely tied to their preferred work environment. These generations tend to value autonomy, flexibility, and well-being, which help explain why balance strongly shapes their job satisfaction.

The result of this study shows that job satisfaction contributes significantly to employee performance. This finding is consistent with Luthans' (2011) view that job satisfaction results from an individual's perception of how well their work fulfills personal needs and values. Employees who are satisfied with their jobs will exhibit a positive attitude toward their duties and responsibilities, thereby increasing productivity. In BPS North Maluku, where accuracy and timeliness are essential, employees who feel satisfied with their work environment appear more committed to maintaining high performance standards. This reinforces the notion that satisfaction is a key internal driver of performance.

The mediation test further shows that job satisfaction partially mediates the relationship between work-life balance and employee performance. This research also supports the findings of Bataineh (2019) and Aslam (2015), which showed that work-life balance influences performance both directly and through job satisfaction as an intermediary variable. This means that job satisfaction is a crucial bridge that strengthens the relationship between work-life balance and individual performance.

CONCLUSION

This study analyzed the influence of work-life balance on employee performance with job satisfaction as a mediating variable among employees of the Central Bureau of Statistics (BPS) in North Maluku Province. The results show that work-life balance significantly improves both job satisfaction and employee performance.

The study also confirms that job satisfaction increases performance and partially mediates the relationship between work-life balance and performance. This means work-life balance contributes to performance directly as well as through enhanced job satisfaction.

Overall, the findings highlight the importance of organizational practices that support employee well-being, particularly for younger generations in the public sector. Improving work-life balance may strengthen job satisfaction and encourage more consistent, effective performance.

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