

The Influence of *Work Life Balance* and Work Environment on Employee Performance with Job Satisfaction as a Mediation Variable at UPTD KPH North Bali



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ABSTRACT: Employee performance is the appearance of an employee's work both in quantity and quality and is a measure or measure of whether an employee has carried out the duties and responsibilities given by the company as well as possible. Employee performance is the level of achievement or results of a person's work from targets that must be achieved or tasks that must be achieved or tasks that must be carried out in accordance with their respective responsibilities within a certain period of time. Respondents in this research were employees of UPTD KPH North Bali. The number of respondents in this study was 59 employees at UPTD KPH North Bali using a saturated sampling technique, namely a sampling technique in which all members of the population were used as samples. This research uses *Path analysis* program SmartPLS 4.0. The results of this research show that: 1) *work life balance* has a significant positive effect on employee performance, 2) The work environment has a significant positive effect on employee performance, 3) *Work life balance* has a positive effect on job satisfaction, 4) The work environment has a positive effect significant impact on job satisfaction, 5) Job satisfaction has a positive and significant effect on employees, 6) Job satisfaction mediates the influence of *work life balance* on employee performance, 7) Job satisfaction mediates the influence of the work environment on employee performance

KEYWORDS: *Work Life Balance* , Work Environment, Employee Performance, Job Satisfaction

INTRODUCTION

Job satisfaction is a feeling felt by workers towards their work and an assessment of workers regarding the extent to which their work as a whole can satisfy their needs. The job satisfaction felt by employees can be felt because the company can meet the expectations of its employees (Intan, 2022). Study This expand research that has been conducted by Intan (2022) who researched influence environment Work te facing performance employee with satisfaction Work as variable mediation . Study This No only research environment Work to performance employee with satisfaction Work as variable mediation course , but more carry on adding exogenous variables viz *work life balance* .

Research result previous there is different results or inconsistent that is Mallafi and Silvianita (2021) *Work life balance* own influence significant positive to performance employee , meanwhile research conducted by (Saifullah , 2020) found that No there is significant influence between *Work-Life Balance* on Performance. Intan (2022) revealed that the work environment has a significant positive effect on employee performance, while Nabawi (2019) stated that the work environment does not have a significant effect on employee performance. Dewi (2020) satisfaction Work influential positive and significant to performance , while Azhari, et al (2021) satisfaction Work No influential to performance employees at the Manpower and Transmigration Service Regency Berau .

Research Gap shown in research This related with performance , because there is results different research like influence *Work life balance* to performance . Influence work environment to performance . As well as based on results observation there is phenomenon not enough good performance employee UPTD KPH North Bali , there are 25 problems whose resolution targets have not been determined.

According to Intan (2022), to improve employee performance, companies need to know what the needs of their employees are. This can be useful for giving employees a good impression that they are cared for by the company. Employee performance is influenced by *work life balance* and the environment Work . Septya and Dewi (2019) One of the important roles that must be

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carried out by companies so that their goals can be achieved is to pay attention to *work life balance*. Companies will pay less and less attention to *work life balance* causes employees to look for ways to meet their respective needs .

Work-Life Balance is the extent to which individuals are tied together in work and family, and are equally satisfied with their roles at work and in their family (Saifullah , 2020). *Work life balance* is a balance concept that involves ambition or career with happiness, free time, family and spiritual development (Septya and Dewi, 2019). *Work-life balance* is abilities possessed by employees in balancing between his job with role other outside work which is factor important in determine performance on the job (Hasya , 2022). Influence *work life balance* on performance employee based on theory determination objective . This theory showing exists linkages between *work life balance* to performance . Draft base theory This is someone who understands goals (what is expected organization to him) will influence behavior work (Hartini , 2020).

The results of previous research by Mallafi and Silvianita (2021) , Hasya (2022), Septya and Dewi (2019) and Ramdhani and Rasto (2021) reveal there is influence positive and significant between balance life Work to performance employee , that is the more tall employee *work life balance* will the more increase performance . Different research conducted by Saifullah (2020), Angin and Seragih (2021), as well as Ardiansyah and Surjanti (2020) found that No there is influence between *Work-Life Balance* on Performance , meaning High or low employee *Work-Life Balance* has no effect on employee performance.

According to Intan (2022), the work environment is the entire work infrastructure around employees who are carrying out work so that it can influence the work itself . A conducive work environment can make employees feel comfortable in completing their work. So that employees are able to achieve optimal results while working and can meet the company's expectations . The work environment is the environment where employees carry out their daily work. If employee enjoy environment Work Where he works , then employee the will feel at home it works For do activity and completion his duties (Nabawi, 2019). According to Budiasa (2021) environment Work is all something that exists around employee at the time works , fine shaped physique or non-physical , direct or No straight away , you can influence self and work employee moment Work . The influence of the work environment on employee performance is based on goal setting theory, because Goal setting theory has four mechanisms for motivating individuals to achieve performance, thus, goal setting can improve individual performance which will ultimately improve company performance (Hartini , 2020) .

The results of previous research by Intan (2022) , Firdaus and Rahmawati (2023), Sinambela and Lestari (2021) and Gultom , et al (2021) reveal Environment Work influential positive and significant to performance employee . This can be concluded that the better the work environment will improve employee performance. Meanwhile, research conducted by Nabawi (2019), Sabilalo , et al (2020), and Ali and Septayudha (2022) revealed that the work environment has no effect on employee performance . This can be concluded whether a good or bad work environment cannot improve employee performance.

There are inconsistencies results study between researcher mediated with it uses approach contingency . Approach This possible there are other variables that act as variable mediation (Murray, 1990) . In research this , satisfaction Work used as variable mediation Because allegedly capable mediate connection between *work life balance* and environment Work with performance employees , as well use satisfaction Work as variable mediation based on theory *goal setting theory* . The theory has four mechanisms for motivating individuals to achieve performance, thus, setting goals can increase satisfaction work , height satisfaction Work will influential to increasing performance employee ..

Job satisfaction is a feeling felt by workers towards their work and an assessment of workers regarding the extent to which their work as a whole can satisfy their needs. The job satisfaction felt by employees can be felt because the company can meet the expectations of its employees (Intan, 2022). According to Nabawi (2019) Satisfaction Work is circumstances pleasant psychology felt by workers in something environment work Because fulfillment need in a way adequate . Job satisfaction is a worker's feelings and attitudes towards their work where there is a match between the employee's expectations and the results they receive from the work (Auliana and Achmad, 2023) .

Study This expand research that has been conducted by Intan (2022) who researched influence environment Work to performance employee with satisfaction Work as variable mediation . Study This No only research environment Work to performance employee with satisfaction Work as variable mediation course , but more carry on adding exogenous variables viz *work life balance* .

Based on description above , there is inconsistency results research and see phenomenon that occurs , so researcher interested do study with title influence *work life balance* and environment work on performance employee with satisfaction Work as variable mediation .

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LITERATURE REVIEW

Setting Theory (Goal Setting Theory)

Goal setting theory proposed by Locke in 1968, theory This put forward that the two cognitions are values and intentions (or goal) is very decisive behavior somebody . Based on theory This something individual determine objective on his future behavior and goals the will influence that person's behavior . Beside that 's theory this also shows exists linkages between goals and performance . Target can seen as goal / level desired performance achieved by individuals . If one individual commit with target certain , then matter This will influence his actions and influence consequence its performance (Hartini , 2020)

According to Dana (2020) theory this is one from characteristics existing behavior general purpose observed is that behavior the Keep going taking place until behavior That reach the solution , once somebody start something (like something work , a project will be Keep going urge until objective achieved . Determination process goals (*goal setting*) can be done based on initiative Alone or required by the organization as One policy . *Goal setting theory (GST)* explains connection between set goals with performance work (performance) . Draft base theory This is someone who understands goals (what is expected organization to him) will influence behavior its work (Dana, 2020)

Goal setting theory assume that There is connection direct between specific and measurable goals with performance . Findings main from *goal setting theory* is that given individual specific and difficult goals But can achieved own more performance Good compared to the people who received it easy and less goals Specific or No There is objective The same very . At the same time , someone also has to own sufficient ability in accept goals set and accepted bait related feedback with performance (Hartono and Murniati , 2020)

Based on the understanding above, it can be concluded *that Goal setting theory* is a theory related to individuals which determine objective on his future behavior and goals the will influence performance in the company.

Hypothesis

- H₁ : *work life balance* has a positive influence on performance employee
- H₂ : Environment Work has a positive influence on performance employee
- H₃ : *Work life balance* has an effect positive towards satisfaction Work .
- H₄ : environment Work influential positive towards satisfaction Work .
- H₅ : job satisfaction influential positive towards performance employee .
- H₆ : Satisfaction Work mediate influence *work life balance* on performance employee .
- H₇ : Satisfaction Work Mediate Influence Environment Work on Employee Performance

RESEARCH METHODS

This research took place at UPTD KPH North Bali , which is located at Jl. Ratna No. 1 Singaraja Bali. In terms of This become population is 59 employees at UPTD KPH North Bali. Amount population in study This totaling 59 employees , then with itself all member population of 59 employees will used as respondents or sample . Variable Exogenous from study these are *work life balance* (X₁) and work environment (X₂). Endogenous Variables from study This that is Employee Performance (Y₂). Variable mediation from study This is satisfaction work (Y₁).

Data analysis techniques will be used done For test study This use method *partial least squares* (PLS). There is variable mediation is one of reference use PLS method . model used in study This is a causal model consequences (*causal modeling*) or relationships and influences , or also called analysis path (*path analysis*). Test hypothesis that would submitted in study This then analysis techniques suitability of the model used is *structural equation modeling* (SEM) is operated use *smart* PLS. PLS is method analysis *powerful* which is deep method This No based many assumption . In the PLS method , technique analysis used covers three stage that is analysis *outer model*, analysis *inner model* and testing hypothesis .

RESEARCH RESULTS AND DISCUSSION

1. Results of Direct Influence Hypothesis Testing

Study This use approach *Partial Least Square analysis (PLS)* for carry out tests on hypothesis research that has been stated previously. Validation test results path coefficient on each track For influence direct can presented in Table 1.

Table 1 Test result Effect Direct (Path Coefficient)

	Relationship Between Variables	Path Coefficient (Bootstrapping)	T Statistics	P Value	Effect
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H ₁	X1. (Work Life Balance) -> Y2. (Employee Performance)	0.140	2,032	0.042	Positive Significant
H ₂	X2. (Environment Work) -> Y2. (Employee Performance)	0.297	2,532	0.011	Positive Significant
H ₃	X1. (Work Life Balance) -> Y1. (Satisfaction Work)	0.285	2,473	0.013	Positive Significant
H ₄	X2. (Environment Work) -> Y1. (Satisfaction Work)	0.692	5,921	0,000	Positive Significant
H ₅	Y1. (Satisfaction Work) -> Y2. (Employee Performance)	0.568	4,985	0,000	Positive Significant

Source: Processed data, 2024

Information from Table 1, then can determined results testing hypothesis presented in the description following :

- Work life balance* proven own effect positive significant to performance employee. This result indicated by the coefficient valuable pathpositive of 0.140 with a t-statistic of 2.032 (t-statistic > 1.96) with a p value of 0.042 which is less from 0.050, with so , then hypothesis 1 (H₁) can proven . Results obtained can interpreted that the more Good employee 's work *life balance* so level performance employee will the more increase vice versa .
- The work environment is proven to have a significant positive effect on employee performance. This result is shown by the positive path coefficient of 0.297 with a t-statistic of 2.532 (t-statistic > 1.96) with a p value of 0.011 which is less than 0.050, thus, hypothesis 2 (H₂) can be proven. The results obtained can be interpreted to mean that the better the work environment, the more employee performance will increase.
- Work life balance* proven own effect positive significant to satisfaction Work . This result indicated by the coefficient valuable pathpositive of 0.285 with a t-statistic of 2.473 (t-statistic > 1.96) with a p value of 0.013 which is less from 0.050, with so , then hypothesis 3 (H₃) can proven . Results obtained can interpreted that the more Good employee 's work *life balance* so level satisfaction Work will the more increase .
- Environment Work proven own effect positive significant to satisfaction Work . This result indicated by the coefficient valuable pathpositive of 0.692 with a t-statistic of 5.005 (t-statistic > 1.96) with a p value of 0.000 which is less from 0.050, with so , then hypothesis 4 (H₄) can proven . Results obtained can interpreted that the more Good environment Work so level satisfaction Work employee will the more increase .
- Satisfaction Work proven influential positive and significant to performance employee . This result indicated by the coefficient valuable path positive of 0.568 with a t-statistic of 4.985 (t-statistic > 1.96) with a p value of 0.000 which is less from 0.050, with so , then hypothesis 5 (H₅) can proven . Results obtained can interpreted that the more tall satisfaction work , then level performance employee will the more increase .

2. Testing Indirect Influence

Testing hypothesis influence No direct in study This presented in Table 2.

Table 2 Recapitulation of Test Results Indirect Influence

No.	Relationship Between Variables	Path Coefficient (Bootstrapping)	T Statistics	P values	Effect
1	X1. (Work Life Balance) -> Y1. (Satisfaction Work) -> Y2. (Employee Performance)	0.162	2,041	0.041	Influential Positive Significant
2	X2. (Environment Work) -> Y1. (Satisfaction Work) -> Y2. (Employee Performance)	0.393	4,223	0,000	Influential Positive Significant

Source: Processed data , 2024

Table 2 then obtained results influence No direct between variable as following :

- Work life balance* on employee performance through job satisfaction obtained a correlation value of 0.162 with a t statistic of 2.041>1.96, and a p value of 0.041<0.050, so there is a significant positive indirect effect between *work life balance* on employee performance through job satisfaction , hypothesis 6 (H₆) can be proven . Thus, job satisfaction is able to partially *mediate* on the influence of *work life balance* on employee performance . This means that Employee performance can

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increase if employees have *Work Life Balance* who are getting better and have a high sense of job satisfaction, so that ultimately employee performance will increase.

- b. The work environment on employee performance through job satisfaction has a correlation value of 0.393 with a t statistic of $4.223 > 1.96$, and a p value of $0.000 < 0.050$, so there is a significant positive indirect effect between the work environment on employee performance through job satisfaction, so hypothesis 7 (H_7) can be proven. Thus, job satisfaction is able to partially *mediate* on the influence of the work environment on employee performance. This means that Employee performance can increase if employees receive a better work environment and have a high sense of job satisfaction, so that ultimately employee performance will increase.

3. DISCUSSION

The Effect of Work Life Balance on Employee Performance Hypothesis 1 (H_1) *work life balance* has a positive influence on performance employee. *Work life balance* proven own effect positive significant to performance employees, results This indicated by the coefficient valuable path positive, then hypothesis 1 (H_1) can accepted.

Influence *work life balance* on performance employee based on theory determination objective. This theory showing exists linkages between *work life balance* to performance. Draft base theory This is someone who understands goals (what is expected organization to him) will influence behavior it works. Employee performance is the level of achievement or results of a person's work from targets that must be achieved or tasks that must be achieved or tasks that must be carried out in accordance with their respective responsibilities within a certain period of time.

Work-life balance is abilities possessed by employees in balancing between his job with role other outside work, which is factor important in determine performance on the job that, so the more Good *work life balance* that you have employee so level performance employee will the more increase.

The results of this research are consistent with research conducted by Mallafi and Silvianita (2021) *Work life balance* own influence significant positive to performance employee. Hasya (2022) also found results the same research Where *work life balance* influential positive and significant on performance employee woman. Likewise, research by Septya and Dewi (2019) obtained results that *work life balance* influential positive and significant to performance employee. Ramdhani and Rasto (2021) via results his research state that there is influence positive and significant between balance life Work to performance employee.

The Influence of the Work Environment on Employee Performance

Hypothesis 2 (H_2) states the environment Work has a positive influence on performance employee. The work environment is proven to have a significant positive effect on employee performance, this result is shown by the path coefficient which is positive, so hypothesis 2 (H_2) can accepted.

The influence of the work environment on employee performance is based on goal setting theory, because Goal setting theory has four mechanisms for motivating individuals to achieve performance, thus, goal setting can improve individual performance which will ultimately improve company performance. The employee's condition really depends on the conditions in the company where he works. This can be directly influenced by the physical environment and also the non-physical environment.

Companies must be able to create ways for employees to feel comfortable with the environment provided by the company. If the company fails to create a conducive environment, this will greatly disrupt employee work concentration, resulting in a decline in the employee's own performance level. A work environment or work situation that provides comfort will encourage employee performance. This includes the condition of human relations within the organization, both between superiors and subordinates and between co-workers, so that the better the work environment, the more employee performance will increase.

The results of this research are consistent with research conducted by Intan (2022) which revealed that the work environment has a significant positive effect on employee performance. The same as the research results of Firdaus and Rahmawati (2023) found that the work environment has a significant positive effect on employee performance. Sinambela and Lestari (2021) also obtained research results results that environment Work own positive and significant influence to performance employee. So are the results study Gultom, et al (2021) stated that Environment Work influential positive and significant to performance employee.

The Effect of Work Life Balance on Job Satisfaction

Hypothesis 3 (H_3) states that *work life balance* has an effect positive towards satisfaction Work. *Work life balance* proven own effect positive significant to satisfaction Work. This result indicated by the coefficient valuable path positive, then hypothesis 3 (H_3) can accepted.

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Influence *work life balance* on satisfaction Work based on theory determination objective . This theory showing exists linkages between *work life balance* to satisfaction . Draft base theory This is someone who understands goals (what is expected organization to him) will influence behavior it works , like satisfaction Work . Job satisfaction is a positive emotional state resulting from the evaluation of one's work experience. Job dissatisfaction arises when these expectations are not met. Job satisfaction has many dimensions and each dimension results in an overall feeling of satisfaction with the job itself, but work also has different definitions for other people.

One of the important roles that must be carried out by companies so that their goals can be achieved is to pay attention to *work life balance*. Companies will pay less and less attention to *work life balance* causes employees to look for ways to meet their respective needs . Often, these circumstances conflict with the interests of the organization and cause disruption to social interactions in the work environment. *Work life balance* is possible defined as condition a individuals who can arrange time with Good or can align between work in place work , life in family and interests private , so The better *the work life balance* , the greater the satisfaction Work .

The results of this research are consistent with research conducted by Imani (2021) stated that *Work life balance* matters positive towards satisfaction Work . Caniago and Mustafa (2023) also obtained results the same research Where *work life balance* influential positive and significant to satisfaction Work . Likewise with results research conducted by Ningsih and Rijanti (2021) states that *work life balance* influential positive and significant to satisfaction Work .

The Influence of the Work Environment on Job Satisfaction

Hypothesis 4 (H₄) states the environment Work influential positive towards satisfaction Work . Environment Work proven own effect positive significant to satisfaction Work . This result indicated by the coefficient valuable path positive , then hypothesis 4 (H₄) can accepted .

Influence environment work on satisfaction Work based on theory determination objective . This theory showing exists linkages between environment Work to satisfaction . Draft base theory This is someone who understands goals (what is expected organization to him) will influence behavior it works , like satisfaction Work . Job satisfaction is a positive emotional state resulting from the evaluation of one's work experience. Job dissatisfaction arises when these expectations are not met. Job satisfaction has many dimensions and each dimension produces an overall feeling of satisfaction with the job itself, but work also has different definitions for other people, job satisfaction is influenced by the work environment.

The work environment is the main factor that determines behavior in activities. The work environment in an organization has an important meaning for the individuals who work in it, because the work environment will have a direct or indirect influence on the people within it. The work environment greatly influences job satisfaction, because by providing a comfortable, safe and enjoyable work environment for employees, employees will feel satisfied with their work. Based on this, it can be concluded, increasingly Good environment Work so level satisfaction Work employee will the more increase .

The results of this research are consistent with research conducted by Sulistiawan, et al (2017), Fachreza, et al (2018). The work environment has a positive and significant effect on job satisfaction. Likewise, the results of research conducted by Hidayat, et al (2021) state that the work environment has a positive effect on employee job satisfaction

The Effect of Job Satisfaction on Employee Performance

Hypothesis 5 (H₅) states job satisfaction influential positive towards performance employee . Satisfaction Work proven influential positive and significant to performance employee . This result indicated by the coefficient valuable path positive , so hypothesis 5 (H₅) can accepted .

Influence satisfaction work on performance employee based on theory determination objective . This theory showing exists linkages between satisfaction Work to performance . Draft base theory This is someone who understands goals (what is expected organization to him) will influence behavior it works . Employee performance is the level of achievement or results of a person's work from targets that must be achieved or tasks that must be achieved or tasks that must be carried out in accordance with their respective responsibilities within a certain period of time.

One of the important roles that a company must play so that its goals can be achieved is to pay attention to satisfaction Work . The company is increasingly paying less attention to satisfaction work will causes employees to look for ways to meet their respective needs . Often, these circumstances conflict with the interests of the organization and cause disruption to social interactions in the work environment. Based on this, it can be concluded, increasingly tall satisfaction work , then level performance employee will the more increase .

The results of this research are consistent with research conducted by Nurhasanah , et al (2022) stated Job satisfaction has a positive and significant effect on employee performance. The same research results were also obtained by Auliana and

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Achmad (2023) . Job satisfaction has a positive and significant influence on employee performance . So are the results study Yamsudin , et al (2023) stated that satisfaction Work influential in a way positive to performance employee

Satisfaction Work Mediate Influence *Work Life Balance* on Employee Performance

Hypothesis 6 (H₆) states satisfaction Work mediate influence *work life balance* on performance employee . Based on results analysis there is influence No direct in a way positive significant between *work life balance* to performance employee through satisfaction work , then hypothesis 6 (H₆) can accepted .Satisfaction Work mediate influence *work life balance* on performance employee based on theory determination objective . The theory has four mechanisms for motivating individuals to achieve performance, thus, setting goals can increase satisfaction work , height satisfaction Work will influential to increasing performance employee .Job satisfaction felt by employees can be felt because the company can meet the expectations of its employees, so it can be said that the more high perceived job satisfaction employee will can increase performance . To improve employee performance, companies need to know what the needs of their employees are. One of the important roles that must be carried out by companies so that their goals can be achieved is to pay attention to *work life balance*.*Work-life balance* is abilities possessed by employees in balancing between his job with role other outside work which is factor important in determine performance on the job the . Based on this, satisfaction can be concluded Work capable mediate in a way Partial (*partially mediated*) on influence *work life balance* to performance employee . This matter means that Employee Performance can increase if employee own *Work Life Balance* which is increasing good and have a sense of satisfaction high level of work , so that ultimately employee performance will the more increase .The results of this research are consistent with research conducted by Fransiska (2022) . results satisfaction Work can mediate influence *work life balance* to performance employees at Bank BTN Syariah Malang employees . Imani (2021) also states Satisfaction Work role mediate connection *work-life balance* with performance power Work . Silminawati and Rachmawati (2022) stated satisfaction Work found become mediation between *work-life balance* to performance employee .

Satisfaction Work is Able to Mediate Influence Work Environment on Employee Performance

Hypothesis 7 (H₇) states satisfaction Work capable mediate influence environment work on performance employee . Based on results analysis there is influence No direct in a way positive significant between environment Work to performance employee through satisfaction Work , so hypothesis 7 (H₇) can accepted .Satisfaction Work mediate influence environment apes on performance employee based on theory determination objective . The theory has four mechanisms for motivating individuals to achieve performance, thus, setting goals can increase satisfaction work , height satisfaction Work will influential to increasing performance employee . Job satisfaction is a feeling felt by workers towards their work.The employee's condition really depends on the conditions in the company where he works. This can be directly influenced by the physical environment and also the non-physical environment. Companies must be able to create ways for employees to feel comfortable with the environment provided by the company. Based on this, satisfaction can be concluded Work capable mediate in a way Partial (*partially mediated*) on influence environment Work to performance employee . This matter means that performance employee can increase if employee accept environment more work good and have a sense of satisfaction high work , so in the end performance employee will the more increase .The results of this research are consistent with research conducted by Syamsudin , et al (2023) stated satisfaction Work can mediate connection between environment Work to performance employee . Intan (2022) where Job satisfaction can mediate the relationship between the work environment and employee performance. Najib (2020) stated that Job satisfaction is a mediating variable between the influence of the work environment on performance at MSME Maju Makmur Pandaan Pasuruan

CONCLUSION

Based on the results of the analysis and discussion carried out in this research, it can be concluded as follows:

- 1) *Work life balance* has a positive and significant effect on employee performance. These results mean that the better *the work life balance* an employee has, the more the employee's performance level will increase. The results of this hypothesis test support various concepts and empirical findings that have previously existed which explain that *work life balance* has a positive and significant impact on employee performance.
- 2) The work environment has a positive and significant effect on employee performance. These results mean that the better the work environment, the more employee performance will increase. The results of this hypothesis test support various previously existing concepts and empirical findings that explain the work environment has a positive and significant impact on employee performance.
- 3) *Work life balance* has a positive and significant effect on employee satisfaction. These results provide the meaning that the better *the work life balance* an employee has, the level of job satisfaction will increase. The results of this hypothesis test support various concepts and empirical findings that have previously existed which explain that *work life balance* has a

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positive and significant impact on employee satisfaction.

- 4) The work environment has a positive and significant effect on job satisfaction. These results mean that the better the work environment, the level of employee job satisfaction will increase. The results of this hypothesis test support various concepts and previous empirical findings which explain that the work environment has a positive and significant impact on job satisfaction.
- 5) Job satisfaction has a positive and significant effect on employee performance. These results show that the higher the job satisfaction, the more the employee's performance level will increase. The results of this hypothesis test support various concepts and empirical findings that have previously existed that explain job satisfaction has a positive and significant impact on employee performance.
- 6) Job satisfaction is able to partially mediate the influence of *work life balance* on employee performance. These results mean that employee performance can improve if employees have a better *work life balance and have a high sense of job satisfaction, so that ultimately employee performance will increase*. The results of this hypothesis test support various concepts and empirical findings that have previously existed which explain that job satisfaction is able to mediate the influence of *work life balance* on employee performance.
- 7) Job satisfaction is able to partially mediate the influence of the work environment on employee performance. These results mean that employee performance can improve if employees receive a better work environment and have a high sense of job satisfaction, so that ultimately employee performance will increase. The results of this hypothesis test support various concepts and empirical findings that have previously existed which explain that job satisfaction is able to mediate the influence of the work environment on employee performance.

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