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**The Mediating Role of Job Stress in the Relationship Throughout Work-life Balance, Job Satisfaction, and Job Performance**

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**Abstract**

The objective of this study is to examine the relationship between work-life balance, job stress, job satisfaction, and job performance, with a particular emphasis on the role of job stress as a mediator. This research study utilizes a cross-sectional research style that employs quantitative tools. The main data for this study was gathered by the census method, where questionnaires were given to 138 employees of PT LPP Agro Nusantara in the cities of Yogyakarta and Medan. The Structural Equation Model was used to analyze the data. The study's findings suggest a direct and positive relationship between work-life balance and job satisfaction. On the other hand, work-life balance is discovered to have a negative impact on job stress. Additionally, job-related stress plays a role in mediating the connection between work-life balance and job satisfaction. Moreover, it has been discovered that job stress negatively impacts job satisfaction. Finally, it has been determined that job satisfaction has a beneficial impact on job performance. Job satisfaction serves as a mediating factor in the connection between work-life balance and job performance. The results of this study can offer significant knowledge for firms aiming to improve their policies on work-personal life balance. This, in turn, can help reduce work-related stress levels and ultimately promote employee performance.

**Keywords:** job performance; job satisfaction; job stress; work-life balance

**1. Introduction**

The economic difficulties are becoming more varied, and it is increasingly important to ensure strong prosperity. We are currently in the era of the Fourth Industrial Revolution, characterized by swift advancements in digital technology. This phenomenon has resulted in significant transformations in the business industry, characterized by increasing rivalry and clients gaining improved accessibility, knowledge, and options. With these alterations, the imperative to attain achievement for a firm has grown much more vital. The advent of significant transformation in the fundamental Industry 4.0 that govern the functioning of businesses. The global economy is currently grappling with the severe economic consequences resulting from the COVID-19 pandemic, as well as the growing complexities posed by the advent of Industry 4.0 (Grabowska & Saniuk, 2022). Despite the cessation of the outbreak, the repercussions of Covid-19 will

endure. Despite a decline in the prevalence of remote work, this pattern is projected to persist until the conclusion of the epidemic (Lund et al., 2021). Mid-level managers have heightened pressure as they are required to achieve organizational objectives and satisfy the expectations of their subordinates while managing a hybrid work model and pursuing further career advancement chances (McRae & Aykens, 2022).

The job performance of each person is directly linked to the overall performance. It is the outcome of the diligent effort and commitment of individuals or teams inside a company. The statement by Al-Omari and Okasheh (2017) indicates that it demonstrates the extent to which individuals accomplish the objectives of the business. Job performance is significantly influenced by various crucial aspects. The factors that influence job performance include individual competence and skills, motivation, job satisfaction, organizational culture, reward and recognition systems, and a supportive work environment. These researchers (Alkandi et al., 2023; Aung et al., 2023; Bhardwaj et al., 2023; Kim et al., 2017; Kumar & Kumar, 2023; Panjaitan et al., 2023) have carefully examined them. An in-depth comprehension of job satisfaction entails examining several facets and variables that influence employees' perception and response to their employment (Popoola & Fagbola, 2023). It is important to correlate between work-life balance and job happiness, since individuals who experience contentment in their personal lives are more inclined to bring that positivity into their professional organizations (Joo & Lee, 2017). Understanding the significance of maintaining a healthy equilibrium between work and personal life is becoming more and more essential in the modern era. It enhances job satisfaction, mitigates work-related stress, preserves high-performing employees, and eventually enhances overall job performance within an organization (Leuhery et al., 2024; Lin et al., 2024).

Numerous studies have demonstrated that work-related stress negatively impacts job satisfaction (Aruldoss et al., 2021; Hoboubi et al., 2017; Lal et al., 2020). Persistent stress in the workplace can lead to burnout, decreased productivity, and a general decline in employees' well-being, all of which contribute to lower job satisfaction levels. A recent investigation by Ninaus et al. (2021) revealed that achieving a healthy balance between work and personal life can effectively reduce employee stress and boost job satisfaction. This research underscores the importance of managing both professional and personal responsibilities to achieve a more harmonious and fulfilling life.

By ensuring employees have sufficient time for personal activities, relaxation, and family, organizations can help mitigate the adverse effects of job-related stress. This balance not only improves mental health but also enhances overall job performance and satisfaction. Workplace stress is a critical element in the relationship between work-life balance and job satisfaction. Excessive stress can overwhelm employees, making it difficult for them to find joy and contentment in their work. Nurendra and Saraswati (2017) emphasize that maintaining a balanced work and personal life significantly improves job satisfaction by mitigating work-related stress.

Thus, achieving a harmonious work-life balance is crucial for enhancing job satisfaction. When employees feel that they can successfully manage their work duties alongside their personal lives, they are more likely to experience a sense of accomplishment and well-being.

Consequently, employees who are satisfied with their job are more likely to invest their time and energy in driving the company's success. Satisfied employees tend to be more engaged, motivated, and loyal, which can lead to higher productivity, better customer service, and a positive workplace culture. By prioritizing work-life balance, companies not only improve individual employee outcomes but also foster a more dynamic and successful organization (Dousin et al., 2019; Susanto et al., 2022).

Several studies have examined work-life balance from different perspectives, contributing to a broad understanding of this complex issue (Aruldoss et al., 2021; Dousin et al., 2019; Susanto et al., 2022; Talukder et al., 2018). These investigations highlight various factors that influence how individuals manage their professional and personal lives. However, additional research is needed to address the unique challenges posed by the fourth industrial revolution and the post-pandemic era. These two occurrences have significantly altered business operations, introducing new dynamics and stressors that affect work-life balance.

A notable research gap has been identified in a study conducted in Indonesia during the Covid-19 pandemic. The study by Limanta et al. (2023) indicated that work-life balance did not have a substantial effect on job satisfaction during this period. This finding suggests that the extraordinary circumstances of the pandemic might have overshadowed the usual benefits of a balanced work-life relationship. In contrast, a study by Kolo et al. (2024) in Nigeria was correlate work-life balance and job satisfaction. However, the statistical significance of this association was not clearly established, pointing to the need for further investigation.

Given these mixed findings, this study goals to comprehensively discuss issues of work-life balance in the context of recent developments. It seeks to explore how technological advancements and pandemic influence employees' ability to achieve a satisfactory balance between their work and personal lives. By tackling these current difficulties, the study aims to provide more definitive insights and practical recommendations to ensure that strategies for improving work-life balance are aligned with the latest developments in the workplace. This comprehensive approach will help organizations better support their employees in achieving a harmonious work-life integration, ultimately enhancing job satisfaction and overall well-being.

PT LPP Agro Nusantara is a corporation that has faced the impact of the technological breakthroughs brought by the emerging Fourth Industrial Revolution and the difficulties presented by the post-pandemic era. The firm operates in multiple industries, including training, assessment, coaching, consultation, and the hotel and MICE industry. PT LPP Agro Nusantara functions as a subsidiary of PT Perkebunan Nusantara III (Persero), with a main focus on providing services to PTPN organizations in Aceh to South Sulawesi. Additionally, it serves government agencies and commercial firms that are engaged in the agricultural sector. In order to effectively navigate the different business sector and reach consumers throughout Indonesia, it is essential for employees to consistently demonstrate adaptability and responsiveness to evolving circumstances. The workers of PT LPP Agro Nusantara play a vital role in improving the educational process in all plantation regions of the PTPN Group, as the company functions as the corporate university of the PTPN Group. Staff frequently travel to different destinations in Indonesia to carry out training programs and project consultations. The hotel and mouse area

staff must be adequately trained to cater to both overnight PTPN training participants and regular guests who are anticipated to visit more frequently throughout the holiday season. It has a dramatic impact on the equilibrium between work and personal life, job satisfaction, and productivity.

Work-life balance refers to the intricate equilibrium between professional obligations, familial obligations, and personal pursuits (Kerdpitak & Jermisittiparsert, 2020). Attaining a work-life balance enables people to properly handle their professional and personal responsibilities, hence reducing potential conflicts (Susanto et al., 2022). Dousin et al. (2019) conducted a study which revealed that employees who have a sense of contentment with their accomplishments, both in their professional and personal lives, are more inclined to efficiently attain their company's objectives.

The study conducted by Victoria O. et al. (2019) suggests that maintaining a healthy work-life balance is expected to have a substantial influence on employees' job performance results. It is essential to comprehend the enduring impacts of work-life balance on job satisfaction. According to Joo and Lee (2017), persons who experience contentment in their personal lives are more inclined to bring these positive sentiments with them to their profession. The findings are corroborated by a comparable investigation conducted by Aruldoss et al. (2021), encompassing a sample of 331 transportation workers in India. According to Popoola and Fagbola (2023), job satisfaction is a multifaceted notion that includes different aspects that affect employees' attitudes and views towards their work. Job happiness is contingent upon corporate policies that prioritize the well-being of people. This encompasses an equitable system of incentives, stimulating tasks that evoke emotions, helpful peers, and a work atmosphere that cultivates efficiency (Trisliatanto et al., 2018).

According to the Role Balance Theory, there is a direct correlation between attaining a well-balanced work-life equilibrium and experiencing elevated levels of job satisfaction. According to Chen and Li (2011), this hypothesis suggests that individuals who prioritize achieving a balance between their several roles would develop problem-solving skills to effectively handle circumstances where there is a conflict between these roles. This phenomena is expected to enhance psychological flexibility, enabling individuals to adjust their perspectives, allocate their cognitive resources, adapt to situational requirements, and effectively manage conflicting job priorities (Chen & Li, 2011; Kashdan & Rottenberg, 2010). Thus, the proposed hypothesis is as follows:

H1: Work-life balance has a positive effect on job satisfaction

Aruldoss et al. (2021) discovered an inverse relationship between work-life balance and the levels of workplace stress experienced by employees. According to Jamal and Baba (2000), occupational stress occurs when an individual perceives the work environment as a possible source of harm. As stated before by Dodanwala et al. (2022), the response will undergo a transformation, leading to either psychological or physiological stress. To attain an outstanding work-life balance, employees must properly manage their job and family obligations. Acquiring an exceptional work-life balance has the advantage of diminishing the stress that individuals

encounter in both their professional and personal lives. Multiple investigations (Helmle et al., 2014; Zaheer, 2016) have shown evidence that supports a detrimental association.

A study conducted on scholars at Australian colleges revealed that their stress levels above the average. As said earlier, the problem can be linked to inadequate work-life balance. Regrettably, there is a lack of research exploring the optimal methods for academics to successfully manage the demands of their personal and professional lives (Bell et al., 2012). Thus, the proposed hypothesis is as follows:

**H2: Work-life balance harms job stress**

The relationship between work-life balance and job happiness is intricately intertwined, as workplace stress plays a pivotal part in this connection. In 2010, Malik et al. did a study on medical practitioners in Pakistan. Individuals who are adept at effectively handling their obligations in both their work and personal spheres typically encounter reduced stress levels and subsequently achieve higher levels of job contentment. Job happiness is affected by the favorable feedback an individual receives in their work environment (Hochschild, 1997). Further evidence supporting this claim is derived from research conducted on personnel within the Indonesian hotel sector. According to Nurendra and Saraswati (2017), achieving a harmonious equilibrium between work and personal life can significantly enhance job satisfaction by alleviating work-related stress. Thus, the proposed hypothesis is as follows:

**H3: Job stress mediates the relationship between work-life balance and job satisfaction**

Multiple research studies have repeatedly demonstrated that work-related stress negatively impacts individuals' feelings of job satisfaction (Aruldoss et al., 2021; Hoboubi et al., 2017; Lal et al., 2020). In their study, Gao and Li (2021) conducted a survey of 286 individuals employed in different Chinese nature reserve organizations across 31 provinces. The study's findings demonstrated a clear correlation between low levels of job stress and high levels of employee satisfaction. Wu et al. (2018) performed research on nurses at multiple hospitals in numerous locations of China. The study revealed an inverse correlation between work-induced stress and job contentment among the nurses in question. Thus, the proposed hypothesis is as follows:

**H4: Job stress harms job satisfaction**

Previous research has found a clear link between job satisfaction and employee performance, as demonstrated by several studies (Abdirahman et al., 2020; Aung et al., 2023; Susanto et al., 2022). Efficiently carrying out duties to achieve organizational goals is a key aspect of job performance (Luthans et al., 2007; Moonsri, 2018; Nohe et al., 2014). Aeknarajindawat and Jermstipparsert (2020) provide a definition of job performance that focuses on individual productivity in relation to colleagues in similar roles. In a research study conducted by Kumar (2022), 395 instructors in India were surveyed. The study revealed a positive correlation between job satisfaction and the enthusiasm exhibited by lecturers in enhancing their job performance. The findings align with a study carried out by Kosec et al. (2022), involving 120 employees from 22 firms in Slovenia, as mentioned earlier. Thus, the proposed hypothesis is as follows:

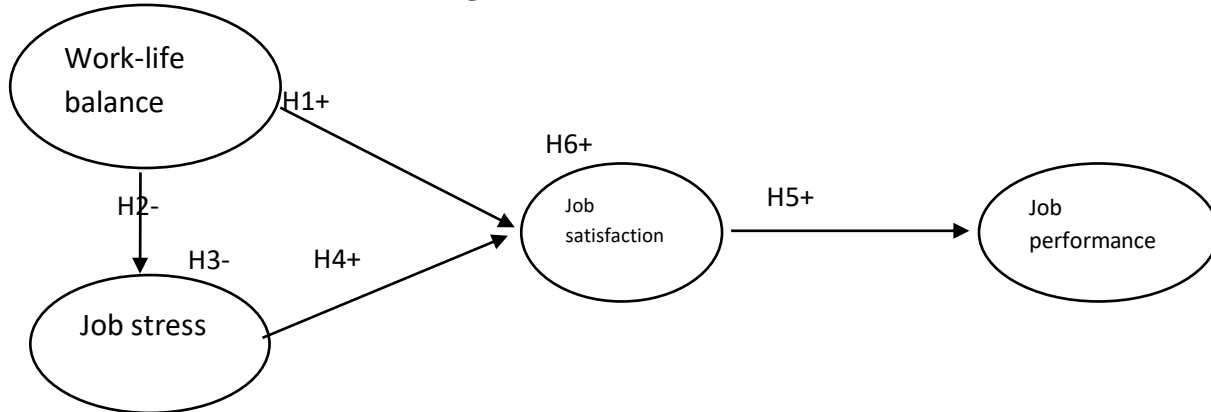


H5: Job satisfaction has a positive effect on job performance

Job satisfaction plays a crucial role in determining job performance and acts as a bridge between work-life balance and job performance. The firm's dedication to maintaining a healthy work-life balance has a direct impact on job satisfaction. When employees are happy and content, they are more likely to dedicate their time and energy towards advancing the company's growth (Dousin et al., 2019; Susanto et al., 2022). In a study conducted by Abdirahman et al. (2020), it was discovered that employees express their gratitude towards the organization as a way of reciprocating the support they receive. This study, conducted in Malaysia, examined the influence of job satisfaction on the connection between work-life balance and job performance. Work-life balance encompasses factors like having the freedom to adjust working hours and receiving support from supervisors. A total of 491 doctors and nurses were included in the sample (Dousin et al., 2019). As previously stated, the findings are consistent with the research conducted by Mendis<sup>3</sup> and Weerakkody (2017), who also examined personnel in the telecoms industry in Sri Lanka. The correlation between maintaining a healthy work-life balance and achieving optimal job performance is heavily impacted by the level of job satisfaction experienced by employees. Thus, the proposed hypothesis is as follows:

H6: Job satisfaction mediates the relationship between work-life balance and job performance  
Based on the explanation above, a research framework can be prepared as follows:

Figure 1. Research framework



2. Method

This study will employ a quantitative research approach using a cross-sectional design, which is well-suited for examining relationships between variables at a single point in time. Since the study does not involve any intervention with the research subjects, this design allows for an efficient and effective analysis of existing conditions without influencing the participants' behavior or responses. Data collection will occur simultaneously for all participants, ensuring that the information reflects a consistent time frame. Collecting data at the same time is crucial to maintaining the integrity of the study, as it minimizes the potential for temporal biases that can arise when data is gathered at different intervals. Variations in external factors over time, such as

changes in the work environment, economic conditions, or personal circumstances, could influence the responses and skew the results. By adopting a cross-sectional design, the study aims to provide a clear and unbiased snapshot of the current state of work-life balance and job satisfaction among the participants. This approach enables researchers to draw more accurate conclusions about the relationships between work-life balance, job satisfaction, and other relevant variables, providing valuable insights that can inform future research and organizational practices (Cooper & Schindler, 2014).

The study will focus on a sample of 154 married employees who work for PT LPP Agro Nusantara in the Yogyakarta and Medan regions. This study utilizes census research methods to analyze married employees in both Yogyakarta and Medan. In order to address any potential bias, the study primarily concentrated on married employees, as suggested by previous research (Susanto et al., 2022). The data collection technique involves the use of a questionnaire that is filled out by the subject. Out of the total sample size of 154 employees, we were able to obtain 143 questionnaires. Out of all the questionnaires we received, 5 were incomplete, resulting in a final sample size of 138 respondents for this research. The study employed the Structural Equation Model (SEM) and utilized the Smart PLS program as the testing method. Hair et al. (1998) explain that the Structural Equation Model (SEM) is a statistical technique that combines multiple regression and factor analysis to predict a set of relationships connected to stimulus dependency. Bootstrapping is commonly used in structural equation modeling (SEM) testing to conduct outer model, inner model, and hypothesis testing.

The survey used in this study assesses four variables of interest. In a recent study conducted by Aruldoss et al. (2021), the researchers utilized an eight-item scale developed by R. Helmle et al. (2014) and Shukla & Srivastava (2016) to assess work-life balance. In the study conducted by Aruldoss et al. (2021), occupational stress was assessed using a six-item scale that was originally developed by Judge et al. (1994) and Shukla & Srivastava (2016). In the study conducted by Aruldoss et al. (2021), job satisfaction was assessed using a five-item scale derived from the research of Judge and Ilies (2004) and Brayfield and Rothe (1951). The study conducted by Susanto et al. (2022) utilized a six-item scale developed by William & Anderson (1991) and Lynch et al. (1999) to assess work performance. The participant responses were evaluated using a Six Point Likert scale, with 1 representing "Strongly agree" and 6 representing "Strongly disagree".

**3. Results**

The characteristics of the respondents can be seen in Table 1 below

Table 1. Respondent Demographics

<b>Category</b>	<b>The number of people</b>	<b>Percentage (%)</b>
<b>Gender</b>		
Male	102	74%
Female	36	26%
<b>Age (years)</b>		
21-30	38	28%
31-40	46	33%
41-50	37	27%
>50	17	12%
<b>Duration of employment</b>		
0-<5	54	39%
5-<10	22	16%
10-<15	13	9%
15-<20	19	14%
20-<25	8	6%
=>25	22	16%
<b>Number of children (person)</b>		
Don't have a child yet	25	18%
1	48	35%
2	40	29%
>2	25	18%

The data in Table 1 shows that 74% of the respondents, or 102 persons, were male, and 26%, or 36 individuals, were female. Approximately one-third of the participants were between 31 and 40, while nearly 40% had a job experience of 0 to 5 years. Approximately 35% of the participants had solitary offspring.



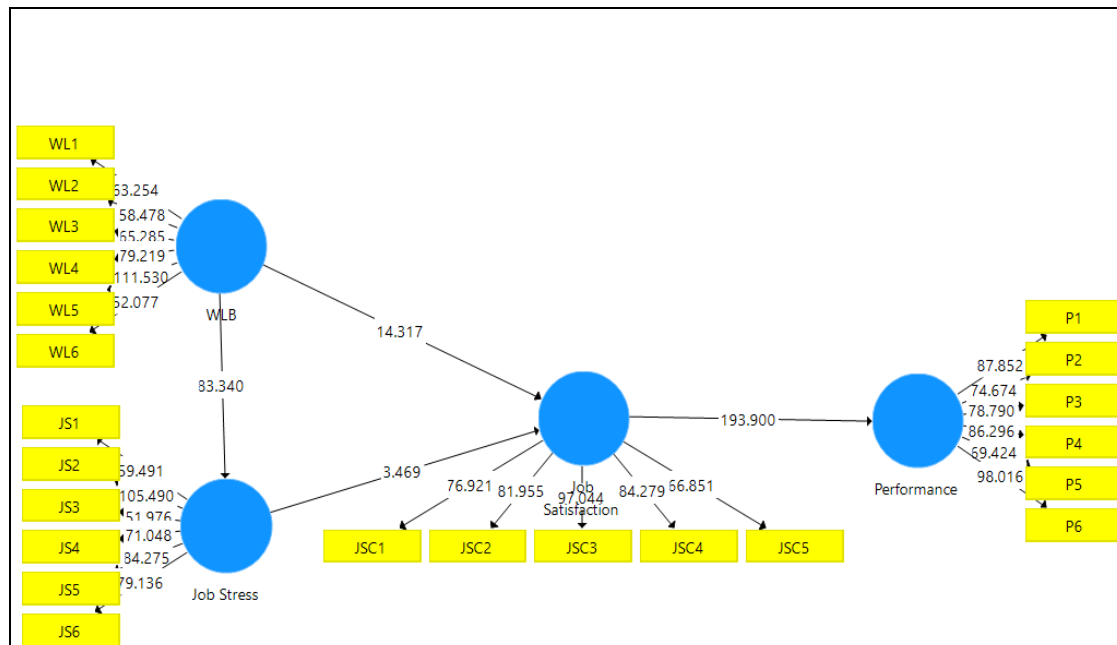


Figure 2. The SEM analysis results

Table 2 displays the validity test results performed on all indicators utilized to measure variables. An indicator is deemed legitimate if its loading factor exceeds 0.7, whereas a variable is regarded as genuine if its Average Variance Extracted (AVE) value is greater than 0.5.

Table 2. The validity test result

Variables	Indicators	Loading Factor	AVE
Job Stress	JS1	0,888	0,789
	JS2	0,909	
	JS3	0,855	
	JS4	0,871	
	JS5	0,903	
	JS6	0,902	
Job Satisfaction	JSC1	0,903	0,813
	JSC2	0,905	
	JSC3	0,916	
	JSC4	0,904	
	JSC5	0,881	
Job performance	P1	0,918	0,815
	P2	0,886	
	P3	0,887	
	P4	0,907	
	P5	0,894	

	P6	0,925	
	WL1	0,883	
	WL2	0,899	
Work-life balance	WL3	0,885	0,799
	WL4	0,895	
	WL5	0,924	
	WL6	0,876	

The reliability test is presented in Table 3, using the composite reliability value and the Cronbach Alpha value as indicators. The reliability of a variable is determined by the Cronbach Alpha value exceeding 0.6 and the composite reliability surpassing 0.7.

**Table 3.** The reliability test results

	Cronbach's Alpha	Composite Reliability
Job Satisfaction	0,943	0,956
Job Stress	0,946	0,957
Job performance	0,955	0,964
WLB	0,950	0,960

Hypothesis testing aims to collect empirical data from predetermined variables to ascertain the acceptance or rejection of the temporary assumptions outlined in this study. Smart PLS software's hypothesis testing method involves bootstrapping and comparing T-table values with T-statistics. If the calculated T-statistic value is greater than the critical T-table value (1.96) at a significance level of 5% (two-tailed), then the hypothesis can be accepted (Hair et al., 2006).

**Table 4.** The hypothesis test results

		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Inferences
H1	WLB -> JSC	0,789	0,788	0,055	14,317	0,000	Significant
H2	WLB -> JS	-0,938	-0,938	0,011	83,340	0,000	Significant
H3	WLB -> JS -> JSC	0,180	0,182	0,053	3,412	0,001	Significant
H4	JS -> JSC	-0,192	-0,194	0,055	3,469	0,001	Significant
H5	JSC -> P	0,960	0,960	0,005	93,900	0,000	Significant
H6	WLB -> JSC -> P	0,758	0,756	0,052	14,449	0,000	Significant

There is a clear correlation between maintaining a healthy work-life balance and experiencing higher levels of job satisfaction. The t-statistic value of 14.317 and the p-value of 0.000 indicate the result of the test. The t-statistic is considered significant as it exceeds the critical value of 1.96, and the p-value is below the significance level of 0.05. The initial sample value of 0.789 suggests a positive correlation between work-life balance and job satisfaction, thus providing support for the first hypothesis of this study. This finding aligns with the research conducted by Aruldos et al. (2021), who studied a group of 331 individuals employed in the transportation

sector. The investigation took place within the Indian work setting, characterized by intense competition resulting from its large population size. In a recent study conducted by Aruldoss et al. (2021), it was discovered that employees who are able to maintain a healthy work-life balance experience higher levels of job satisfaction and demonstrate a strong commitment to their work. According to Frone (2003) and Marks & MacDermid (1996), there is evidence to suggest that employees' psychological well-being can be enhanced by aligning their roles in accordance with role balancing theory. Job satisfaction is the positive feelings that employees have towards their employers (Tschopp et al., 2014).

There is a suggested relationship between work-life balance and job stress, where it is believed that as work-life balance improves, job stress decreases. The t-statistic value of 83.340 and a p-value of 0.000 indicate the result of the test. The t-statistic is considered statistically significant as it exceeds the critical value of 1.96, and the p-value is less than 0.05. The initial score of -0.938 suggests that there is a negative relationship between work-life balance and job stress, which aligns with the second hypothesis of this study. According to Aruldoss et al. (2021) and Zhou et al. (2022), the Job Demands-Resource Model (JD-R) suggests that if the demands of a job are greater than the available resources, employees may experience stress, which can impact their job performance. In their study, Bakker et al. (2003) provide a definition of job resources that encompasses various aspects, including physical, psychological, and company-related characteristics. These resources play a crucial role in mitigating job demands and promoting overall well-being, both physically and mentally. Work-life balance is considered a valuable job resource in this context (Aruldoss et al., 2021). Job expectations are related to the specific tasks and duties that employees are responsible for (Bakker et al., 2003). Therefore, it is essential for employees to find a balance between their work and personal life in order to effectively utilize workplace resources and meet job demands without becoming overwhelmed by stress.

One possible hypothesis suggests that job satisfaction may be affected by job stress, which in turn may be influenced by work-life balance. The t-statistic value of 3.412, along with a p-value of 0.001, indicates the result of the test. The t-statistic is considered significant as it exceeds the critical value of 1.96, and the p-value is below the significance level of 0.05. The value of 0.180 indicates that job stress plays a role in connecting work-life balance and job satisfaction. Therefore, the findings of this investigation provide support for the third hypothesis. The findings of this study provide evidence that aligns with the assertion made by Nurendra and Saraswati (2017) regarding the positive impact of maintaining a healthy work-life balance on job satisfaction, specifically by mitigating job-related stress. However, an imbalance between work and personal life can negatively impact job satisfaction by increasing stress levels in the workplace. The study involved a group of 119 individuals who worked in the hotel industry.

There is a hypothesis suggesting that there is a negative relationship between job stress and job happiness. The study reveals a t-statistic of 3.469 and a p-value of 0.001. The t-statistic is considered significant as it exceeds the critical threshold of 1.96, and the p-value is less than 0.05. The initial result of -0.192 suggests a negative impact of job stress on job satisfaction, thus supporting the fourth hypothesis of this study. The findings presented in this study support the research carried out by Aruldoss et al. (2021) on individuals employed in the transportation

sector in India. Furthermore, a study conducted in China provided additional support for the results. In a study conducted by Gao and Li (2021), a sample size of 286 individuals employed in the nature reserve sector across 31 provinces in China was examined. The results of this study demonstrate considerable variation as a result of the diverse array of research areas that were examined. However, all in all, this research points to one clear conclusion. According to this study, employees have low levels of work-related stress regardless of their work environment, be it in the field or the office. It has potential implications for higher levels of job satisfaction.

There is a direct correlation between job satisfaction and job performance, according to the fifth hypothesis. The t-statistic value of 93.300 and a p-value of 0.000 indicate the result of the test. The t-statistic is considered significant because it exceeds the threshold of 1.96, and there is a p-value below 0.05. The initial sample value of 0.960 suggests a strong correlation between job satisfaction and job performance, providing support for the fifth hypothesis in this study. As previously stated, the findings support the research conducted by Susanto et al. (2022). The study's findings suggest that employees at small and medium-sized enterprises in Indonesia tend to have better job performance when they are satisfied with their work. The findings presented here align with the conclusions outlined in Kumar's (2022) study. This study provides evidence that job satisfaction is a reliable indicator of job performance. This study included a sample of 395 instructors from engineering education institutions in India. Educational institutions can be seen as organizations with specific goals and constraints. The success of an educational institution depends heavily on the performance of its lecturers. In a study conducted by Kumar (2022), a clear correlation was discovered between the job satisfaction of professors and their ability to achieve exceptional job performance.

According to the sixth hypothesis, there is a relationship between work-life balance and job success, which is mediated by job satisfaction. The test results, with a calculated t-statistic value of 3.844 and a p-value of 0.000, support this hypothesis. The t-statistic is considered to be statistically significant as it exceeds the critical value of 1.96, and the p-value is below the significance level of 0.05. Based on the observed value of 0.158, it appears that work commitment plays a role in mediating the positive relationship between work-life balance and job satisfaction. Therefore, the findings of this investigation support the sixth hypothesis. According to Susanto et al. (2022), this study's findings align with the notion that work-life balance can enhance job performance by boosting job satisfaction. The company's dedication to promoting work-life balance greatly influences job satisfaction, motivating employees to enhance their job performance. Previous studies have highlighted the significance of maintaining a healthy work-life balance in influencing both employee job performance and job satisfaction (Dousin et al., 2019).

#### **4. Discussion**

Striking a healthy balance between work and personal life can greatly impact job satisfaction and reduce work-related stress. Employees at PT LPP Agro Nusantara can enhance job satisfaction and alleviate work-related stress by attaining a healthy work-life balance. Research has indicated that the level of stress experienced in the workplace can impact the connection between maintaining a healthy work-life balance and overall job satisfaction. At PT LPP Agro

Nusantara, employees experience a noticeable reduction in job stress and a boost in job satisfaction when they are able to achieve a harmonious equilibrium between their work and personal lives. Work-related stress has a direct impact on job satisfaction. At PT LPP Agro Nusantara, job satisfaction and job performance have a strong positive correlation. When individuals experience a high level of job satisfaction, it often leads to an improvement in their performance. In addition, empirical data has demonstrated that job satisfaction plays a crucial role in the relationship between work-life balance and job performance. PT LPP Agro Nusantara personnel who achieve a strong work-life balance tend to have higher job satisfaction, which in turn improves their job performance.

Achieving a better balance between work and personal life is crucial for employees. This can be achieved by ensuring that employees have ample time to spend with their relatives and offering support to help them effectively balance their work and personal lives. Organizing family gatherings and participating in local social events can help employees connect with their loved ones and engage with their community, which can have a positive impact on their social well-being. Enhancing the work-life balance of employees can have a substantial positive impact on both the organization and its staff. PT LPP Agro Nusantara should focus on implementing strategies to address employee work-related stress. To effectively address employee job stress, it is essential to prioritize the preservation of employee mental and physical well-being, ensuring adequate employee facilities and opportunities for career advancement, and fostering positive working environments. Companies should prioritize employee job satisfaction by consistently recognizing and rewarding employee achievements. Implementing a program to recognize outstanding employees and providing rewards for meeting monthly goals are effective ways to boost employee morale and job satisfaction.

A limitation of the current research is the use of a cross-sectional research approach. A limitation of this method is its inability to provide long-lasting explanations for cause-and-effect relationships. The data-gathering strategy employed in this study involved using a closed-ended questionnaire, which limited the ability to delve deeper into the collected material. Employees evaluate job performance indicators using a self-report questionnaire, commonly referred to as a self-report questionnaire (Cohen & Swerdlik, 2009). Individuals are required to provide personal information by answering questions using this method. There are concerns about the subjective nature of the answers to the given questions and the potential for transmitting negative viewpoints to others (Cohen & Swerdlik, 2009). The study was conducted on employees within a company that operates in the training, assessment, coaching, and consultation industry, as well as the hotel and hospitality industry. This approach was used to ensure that the research findings could be applied widely to different situations and items.

Exploring various industries through studies can help to achieve more comprehensive research findings. Future investigations can employ longitudinal approaches to gain a deeper understanding of enduring causal relationships. When collecting data, additional research could involve utilizing open-ended questions to delve deeper into the factors being studied.

Incorporating supervisor observations into the measuring procedure is crucial for obtaining a more precise assessment of work performance attributes.

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