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The Influence Of Work-Life Balance On Employee Performance Through Job Satisfaction As A Mediating Variable

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh keseimbangan kehidupan kerja terhadap kinerja karyawan serta menguji peran kepuasan kerja sebagai variabel mediasi pada PT PLN (Persero) Unit Induk Distribusi Lampung. Keseimbangan kehidupan kerja merupakan salah satu faktor penting dalam pengelolaan sumber daya manusia karena dapat memengaruhi kepuasan kerja dan kinerja karyawan dalam melaksanakan tugas dan tanggung jawabnya. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei terhadap 227 karyawan. Pengambilan sampel dilakukan menggunakan teknik yang sesuai dengan karakteristik populasi penelitian. Analisis data dilakukan menggunakan Structural Equation Modeling (SEM) berbasis kovarians dengan bantuan program AMOS. Hasil penelitian membuktikan bahwa keseimbangan kehidupan kerja berpengaruh positif dan signifikan terhadap kinerja karyawan. Selain itu, kepuasan kerja terbukti memediasi secara signifikan pengaruh keseimbangan kehidupan kerja terhadap kinerja karyawan. Temuan ini menunjukkan bahwa semakin baik keseimbangan kehidupan kerja yang dirasakan karyawan, maka semakin tinggi kepuasan kerja yang pada akhirnya meningkatkan kinerja karyawan. Penelitian ini diharapkan dapat menjadi acuan bagi perusahaan dalam merumuskan kebijakan yang mendukung keseimbangan kehidupan kerja dan peningkatan kepuasan kerja guna mengoptimalkan kinerja karyawan.

Kata Kunci: Keseimbangan Kehidupan Kerja, Kepuasan Kerja, Kinerja Karyawan.

Abstract

This study aims to analyze the effect of work-life balance on employee performance and to examine the role of job satisfaction as a mediating variable at PT PLN (Persero) Unit Induk Distribusi Lampung. Work-life balance is an important factor in human resource management as it can influence job satisfaction and employee performance in carrying out their duties and responsibilities.This study uses a quantitative approach with a survey method involving 227 employees. The sampling technique was carried out based on the characteristics of the research population. Data analysis was conducted using Covariance-Based Structural Equation Modeling (CB-SEM) with the assistance of AMOS software.The results show that work-life balance has a positive and significant effect on employee performance. In addition, job satisfaction is proven to significantly mediate the effect of work-life balance on employee performance. These findings indicate that the better the worklife balance perceived by employees, the higher their job satisfaction, which in turn improves employee performance.This study is expected to serve as a reference for the company in formulating policies that support work-life balance and enhance job satisfaction in order to optimize employee performance.

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

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INTRODUCTION

Human resources are recognized as one of the most critical assets in determining organizational success and sustainability. In an increasingly competitive and dynamic business environment, organizations are required not only to improve operational efficiency and technological capabilities but also to ensure that employees perform optimally in achieving organizational goals. Employee performance reflects the extent to which individuals contribute to organizational effectiveness through the accomplishment of assigned tasks and responsibilities (Özkan et al., 2024). Consequently, understanding factors that influence employee performance has become an important concern in human resource management research.

One factor that has gained considerable attention in recent years is work-life balance (WLB). Rapid technological advancements, increasing job demands, and the growing integration of work and personal life have made it more challenging for employees to maintain a balance between professional and personal responsibilities. According to Fisher et al. (2009), work-life balance refers to an individual's ability to effectively manage work and non-work roles without experiencing excessive conflict between the two domains. Employees who successfully achieve such balance are more likely to maintain physical and psychological well-being, whereas poor balance may lead to stress, burnout, and decreased work outcomes (Huo & Jiang, 2023).

The importance of work-life balance has been widely discussed in contemporary organizational studies. Ramachandaran et al. (2025) found that excessive work pressure negatively affects employees' work-life balance and reduces productivity. Similarly, Verma et al. (2024), through a bibliometric and thematic analysis, identified work-life balance as a key determinant of employee well-being, job satisfaction, and organizational performance. These findings suggest that organizations that support employees in balancing work and personal life are more likely to benefit from higher levels of productivity and effectiveness.

Despite extensive research on work-life balance, the mechanisms through which it influences employee performance remain an area of ongoing investigation. Previous studies indicate that the relationship between work-life balance and performance may not always be direct but can occur through psychological factors such as job satisfaction (Ninaus et al., 2021). Job satisfaction represents an employee's overall evaluation of and emotional response to their job experiences (Cammann et al., 1983). Employees who are satisfied with their jobs tend to demonstrate stronger motivation, higher commitment, and greater willingness to contribute to organizational objectives (Gazi et al., 2024).

Several studies have confirmed the positive relationship between work-life balance and job satisfaction. Ninaus et al. (2021) reported that employees who experience a healthy balance between work and family responsibilities tend to exhibit higher levels of job satisfaction and lower levels of burnout. Likewise, Inegbedion et al. (2020) found that balanced workloads significantly improve employee satisfaction and organizational outcomes. These findings imply that when employees perceive harmony between their professional and personal lives, they are more likely to develop positive attitudes toward their jobs.

Furthermore, job satisfaction has consistently been identified as a significant predictor of employee performance. Gazi et al. (2024) demonstrated that satisfied employees are more likely to exhibit positive work behaviors and superior job performance. Similarly, Egemen (2024) found that job satisfaction dimensions, particularly recognition and rewards, contribute significantly to improved employee performance. In addition, Tafese Keltu (2024) reported that job satisfaction partially mediates the relationship between organizational practices and employee performance, indicating its

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crucial role as an intervening mechanism linking organizational conditions to performance outcomes.

The relevance of these relationships becomes increasingly important in organizations characterized by high operational demands and service responsibilities. One such organization is PT PLN (Persero) Unit Induk Distribusi Lampung, a state-owned electricity distribution company responsible for ensuring reliable electricity services across Lampung Province. Employees within this organization face substantial work demands, including maintaining network reliability, responding to operational disruptions, and ensuring uninterrupted service delivery. Such working conditions may affect employees' ability to balance work and personal responsibilities, potentially influencing their job satisfaction and performance.

From an empirical perspective, employee performance data at PT PLN (Persero) Unit Induk Distribusi Lampung indicate that most employees are categorized as achieving performance targets, while only a relatively small proportion attain the highest performance category. This condition suggests that although organizational performance is generally satisfactory, there remains significant room for improvement. Therefore, identifying factors that contribute to enhanced employee performance is essential for organizational sustainability and service excellence.

Although numerous studies have examined the relationships among work-life balance, job satisfaction, and employee performance, several research gaps remain. First, most previous studies have been conducted in educational institutions, private companies, service industries, and manufacturing sectors (Ramachandaran et al., 2025; Ninaus et al., 2021; Gazi et al., 2024). Research focusing on state-owned enterprises (SOEs), particularly within the electricity sector, remains relatively limited. Second, previous studies have reported varying findings regarding the magnitude and mechanisms of the influence of work-life balance on employee performance, indicating the need for further empirical verification in different organizational contexts.

The present study is grounded in Social Exchange Theory, which suggests that employees tend to reciprocate favorable organizational treatment with positive work attitudes and behaviors. When organizations provide support that enables employees to maintain a healthy work-life balance, employees are likely to respond with increased job satisfaction and improved performance (Blau, 1964). Consequently, job satisfaction is expected to function as a mediating mechanism through which work-life balance influences employee performance.

Based on the theoretical and empirical considerations discussed above, this study aims to examine the effect of work-life balance on employee performance and to investigate the mediating role of job satisfaction in this relationship among employees of PT PLN (Persero) Unit Induk Distribusi Lampung. The findings are expected to contribute to the human resource management literature by providing empirical evidence regarding the interplay between work-life balance, job satisfaction, and employee performance within the context of a state-owned electricity distribution company.

LITERATURE REVIEW

Social Exchange Theory

This study is grounded in Social Exchange Theory (SET), which explains the reciprocal relationship between employees and organizations. According to Blau (1964), social exchange occurs when individuals perceive beneficial treatment from an organization and respond with positive attitudes and behaviors. Within organizational settings, employees who perceive support from their employers tend to reciprocate through increased commitment, satisfaction, and performance.

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The application of Social Exchange Theory in human resource management suggests that organizational practices promoting employee well-being can generate favorable work outcomes. Work-life balance initiatives represent one form of organizational support that enables employees to effectively manage professional and personal responsibilities. When employees perceive that their organization values their well-being and provides opportunities to achieve balance between work and personal life, they are more likely to experience job satisfaction and demonstrate higher levels of performance. Therefore, Social Exchange Theory provides a relevant theoretical foundation for explaining the relationship between work-life balance, job satisfaction, and employee performance.

Work-Life Balance

Work-life balance (WLB) has become a prominent topic in organizational research due to increasing work demands and the growing complexity of employees' personal responsibilities. Fisher et al. (2009) define work-life balance as an individual's ability to effectively manage work and non-work roles so that neither domain negatively interferes with the other. The concept emphasizes harmony between professional obligations and personal life, allowing individuals to fulfill multiple responsibilities without experiencing excessive conflict.

According to Fisher et al. (2009), work-life balance consists of four dimensions: work interference with personal life, personal life interference with work, work enhancement of personal life, and personal life enhancement of work. These dimensions reflect both the negative and positive interactions between work and personal domains. A balanced condition is achieved when employees experience minimal role conflict and perceive mutual enrichment between work and personal life.

Previous studies consistently highlight the importance of work-life balance in enhancing employee well-being and organizational outcomes. Ramachandaran et al. (2025) reported that excessive work pressure reduces work-life balance and negatively affects employee productivity. Likewise, Verma et al. (2024) found that work-life balance is strongly associated with employee well-being, stress management, job satisfaction, and performance. These findings indicate that organizations that facilitate work-life balance are likely to benefit from more productive and engaged employees.

Job Satisfaction

Job satisfaction refers to an employee's overall evaluation and emotional response toward their job. Locke (1976) describes job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Similarly, Gazi et al. (2024) define job satisfaction as an employee's attitude toward their work that influences behavior and work outcomes. Job satisfaction reflects the extent to which employees perceive that their jobs fulfill their expectations, needs, and values.

The present study adopts the overall job satisfaction perspective developed by Cammann et al. (1983), which measures employees' general feelings toward their jobs. This approach evaluates job satisfaction through three primary indicators: overall job satisfaction, reduced interest in the job (reverse item), and willingness to continue working within the organization. These indicators capture employees' overall perceptions and emotional attachment to their work environment.

Research has demonstrated that job satisfaction plays a critical role in shaping employee attitudes and behaviors. Ninaus et al. (2021) found that employees who experience greater work-family balance tend to report higher levels of job satisfaction and lower levels of burnout. Likewise, Inegbedion et al. (2020) reported that balanced workloads contribute positively to employee satisfaction and organizational effectiveness.

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These findings suggest that job satisfaction serves as an important psychological mechanism linking workplace conditions to employee outcomes.

Employee Performance

Employee performance is one of the most important indicators of organizational effectiveness because it reflects employees' contributions toward achieving organizational objectives. Koopmans et al. (2016), as cited in Özkan et al. (2024), define individual work performance as behaviors and actions that are relevant to organizational goals. Employee performance is considered a multidimensional construct that encompasses both task-related and contextual aspects of work behavior.

The Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2016) conceptualizes employee performance through three dimensions: task performance, contextual performance, and counterproductive work behavior. Task performance refers to employees' effectiveness in performing core job responsibilities. Contextual performance includes voluntary behaviors that support the organizational environment, such as cooperation and initiative. Counterproductive work behavior reflects actions that hinder organizational effectiveness, including negligence, absenteeism, and workplace misconduct.

Several factors influence employee performance, including physical and mental health, work engagement, work stress, workload, organizational culture, and individual characteristics (Özkan et al., 2024). Among these factors, psychological conditions such as job satisfaction have received significant attention due to their strong association with productivity and organizational effectiveness.

Relationship Between Work-Life Balance and Employee Performance

The relationship between work-life balance and employee performance can be explained through the effective allocation of employees' time, energy, and psychological resources. Employees who successfully balance professional and personal responsibilities are more likely to maintain physical and mental well-being, resulting in greater concentration, motivation, and productivity. Conversely, an imbalance between work and personal life can generate stress, fatigue, and reduced job effectiveness.

Empirical evidence supports this relationship. Ramachandaran et al. (2025) found that poor work-life balance negatively affects employee productivity, while Verma et al. (2024) identified work-life balance as a critical factor influencing employee performance across multiple organizational contexts. Similarly, Huo and Jiang (2023) reported that work-life conflict reduces employee performance through adverse effects on psychological well-being. These findings suggest that work-life balance is a significant determinant of employee performance.

The Mediating Role of Job Satisfaction

Job satisfaction has been widely recognized as a mediating variable that explains how organizational conditions influence employee performance. From the perspective of Social Exchange Theory, organizational support that promotes work-life balance generates positive employee attitudes, particularly job satisfaction. Employees who perceive fairness, support, and balance in their work environment are more likely to develop positive feelings toward their jobs.

Previous studies have demonstrated that work-life balance positively influences job satisfaction. Ninaus et al. (2021) found that work-family balance significantly enhances employees' job satisfaction and reduces burnout. Furthermore, satisfied employees tend to display greater commitment, motivation, and performance (Gazi et al., 2024). Tafese Keltu

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(2024) reported that job satisfaction mediates the relationship between organizational practices and employee performance, indicating that favorable workplace conditions can improve performance indirectly through increased satisfaction.

Based on these theoretical arguments and empirical findings, job satisfaction is expected to function as a mediating mechanism through which work-life balance influences employee performance. Employees who experience a healthy balance between work and personal life are likely to develop greater job satisfaction, which subsequently enhances their performance within the organization.

METHOD

Research Design

This study employed a quantitative research approach using a causal research design to examine the relationships among work-life balance, job satisfaction, and employee performance. A causal design is appropriate for investigating cause-and-effect relationships between variables and testing predetermined hypotheses (Sekaran & Bougie, 2016). Specifically, the study examined the direct effect of work-life balance on employee performance and the indirect effect through job satisfaction as a mediating variable.

The conceptual model consisted of work-life balance as the independent variable, employee performance as the dependent variable, and job satisfaction as the mediating variable. The proposed relationships were tested using Structural Equation Modeling (SEM).

Population and Sample

The population of this study comprised all employees of PT PLN (Persero) Unit Induk Distribusi Lampung, Indonesia. Based on company records, the total population consisted of 555 employees distributed across several operational units, including UID Lampung, UP3 Tanjung Karang, UP3 Metro, UP3 Pringsewu, UP3 Kotabumi, UP2D Lampung, and UPDK Lampung.

The sample size was determined using the Krejcie and Morgan (1970) formula, which is recommended for populations with known sizes at a 95% confidence level. Based on the calculation, the minimum required sample was 227 respondents. This sample size also satisfies the recommendation of Hair et al. (2022), who suggest a minimum sample size of 100 respondents or five to ten observations per indicator for Structural Equation Modeling.

A probability sampling technique with a cluster sampling approach was employed. Employees were grouped according to their respective organizational units, and respondents from each cluster were selected proportionally based on the number of employees within each unit. This approach ensured adequate representation of all operational areas within the organization.

Data Collection Procedure

The study utilized both primary and secondary data sources. Primary data were collected through a structured questionnaire administered to employees of PT PLN (Persero) Unit Induk Distribusi Lampung. The questionnaire consisted of statements measuring work-life balance, job satisfaction, and employee performance.

Secondary data were obtained from organizational documents, company reports, academic journals, books, and other relevant publications used to support the theoretical framework and contextual understanding of the research problem.

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Responses were measured using a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"). The use of the Likert scale enables the measurement of respondents' perceptions and attitudes toward the constructs under investigation.

Measurement of Variables

The measurement instruments were adapted from well-established and validated scales in previous studies.

Work-life balance was measured using the scale developed by Fisher et al. (2009), which consists of four dimensions: work interference with personal life, personal life interference with work, work enhancement of personal life, and personal life enhancement of work.

Job satisfaction was measured using the overall job satisfaction scale developed by Cammann et al. (1983). The construct was represented by three indicators: overall job satisfaction, reduced interest in the job (reverse-coded item), and willingness to continue working within the organization.

Employee performance was measured using the Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2016) and validated by Özkan et al. (2024). The instrument captures three dimensions of performance: task performance, contextual performance, and counterproductive work behavior.

Table 1 summarizes the operational definitions and measurement dimensions of the study variables.

Table 1. Operational Definition of Variables

Variable	Dimensions	Sources
Work-Life Balance	Work interference with personal life; Personal life interference with work; Work enhancement of personal life; Personal life enhancement of work	Fisher et al. (2009)
Job Satisfaction	Overall job satisfaction; Reduced interest in the job; Willingness to continue working in the organization	Cammann et al. (1983)
Employee Performance	Task performance; Contextual performance; Counterproductive work behavior	Koopmans et al. (2016); Özkan et al. (2024)

Data Analysis

Data analysis was conducted in two stages: descriptive analysis and inferential analysis. Descriptive statistics were used to summarize respondent characteristics and provide an overview of responses to each research variable.

Inferential analysis was performed using Covariance-Based Structural Equation Modeling (CB-SEM) through Analysis of Moment Structures (AMOS). According to Hair et al. (2022), CB-SEM is appropriate for testing theoretically established models and evaluating both direct and indirect relationships among latent variables. The method enables simultaneous assessment of measurement models and structural relationships while accounting for measurement error.

The analysis followed a two-step approach. First, the measurement model was evaluated through Confirmatory Factor Analysis (CFA) to assess construct validity and reliability. Convergent validity was examined through standardized factor loadings, Average Variance Extracted (AVE), and Composite Reliability (CR). Discriminant validity was assessed by comparing the square root of AVE with inter-construct correlations.

Second, the structural model was evaluated to test the proposed hypotheses. Model fit was assessed using multiple goodness-of-fit indices, including Chi-square/df, Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), Goodness-of-Fit Index (GFI), and Root Mean

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Square Error of Approximation (RMSEA). Hypothesis testing was conducted using standardized path coefficients and critical ratios. The mediating effect of job satisfaction was assessed by examining the significance of indirect effects within the structural model.

RESULTS AND DISCUSSION

Respondent Characteristics

The study involved 227 employees of PT PLN (Persero) Unit Induk Distribusi Lampung who were selected using a proportional cluster sampling technique. Respondents were drawn from all operational units, including UID Lampung, UP3 Tanjung Karang, UP3 Metro, UP3 Pringsewu, UP3 Kotabumi, UP2D Lampung, and UPDK Lampung. The distribution of respondents across organizational units reflects the actual composition of employees within the company, thereby ensuring adequate representation of the study population.

Table 2. Distribution of Respondents by Work Unit

Work Units	Data Distributed	Data Received	Data Used	Percentage
UID Lampung	101	44	43	18,20
UP3 Tanjung Karang	124	51	50	22,34
UP3 Metro	93	38	37	16,76
UP3 Pringsewu	90	37	37	16,22
UP3 Kota Bumi	96	39	39	17,30
UP2D Lampung	43	18	18	7,75
UPDK Lampung	8	3	3	1,44
Total	**555 People**	**230 People**	**227 People**	**100 %**

The largest proportion of respondents originated from UP3 Tanjung Karang, while the smallest proportion came from UPDK Lampung. This distribution indicates that the sample adequately represents employees across different operational areas within the organization.

Measurement Model Evaluation

Convergent Validity

Convergent validity was assessed using the Average Variance Extracted (AVE) criterion. Following Hair et al. (2022), an AVE value greater than 0.50 indicates that a latent construct explains more than half of the variance of its indicators.

Table 3. Convergent Validity Results

Construct	AVE
Work-Life Balance	0.632
Job Satisfaction	0.819
Employee Performance	0.597

The results indicate that all AVE values exceeded the recommended threshold of 0.50. Therefore, the constructs of work-life balance, job satisfaction, and employee performance demonstrated satisfactory convergent validity and were considered suitable for structural model analysis.

Structural Model Assessment

Structural Model

After the measurement model met validity requirements, the structural model was estimated using Structural Equation Modeling (SEM) with AMOS.

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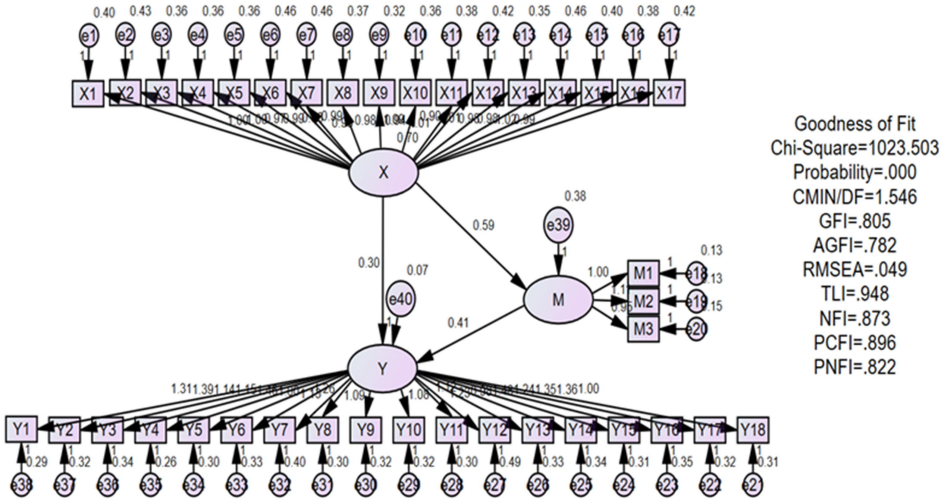


Figure 1. Structural Model Results

The structural model illustrates the direct relationship between work-life balance and employee performance as well as the indirect relationship through job satisfaction.

Goodness-of-Fit Evaluation

Model fit was assessed using several goodness-of-fit indices. The results are presented in Table 4.

Table 4. Goodness-of-Fit Indices

Index	Recommended Value	Result	Evaluation
Chi-Square	Lower is better	1023.503	Acceptable
Probability	> 0.05	0.000	Poor Fit
RMSEA	< 0.08	0.049	Good Fit
GFI	> 0.90	0.805	Marginal Fit
AGFI	> 0.90	0.782	Marginal Fit
TLI	> 0.90	0.948	Very Good Fit
NFI	> 0.90	0.873	Marginal Fit
PCFI	> 0.50	0.896	Good Fit
PNFI	> 0.50	0.822	Good Fit

The results indicate that the proposed model achieved an acceptable overall fit. Although the probability value did not satisfy the recommended threshold, the RMSEA value of 0.049 indicates a good model fit. Furthermore, the TLI value of 0.948 demonstrates excellent incremental fit. Collectively, these findings suggest that the structural model is adequate for hypothesis testing.

Hypothesis Testing

H1: Effect of Work-Life Balance on Employee Performance

The first hypothesis examined the direct effect of work-life balance on employee performance.

Table 5. Direct Effect Results

Relationship	Estimate (β)	C.R.	p-value	Decision
Work-Life Balance → Employee Performance	0.302	7.499	0.000	Supported

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The results reveal that work-life balance has a positive and significant effect on employee performance (β = 0.302, CR = 7.499, p < 0.001). These findings indicate that employees who are able to maintain a balance between their work responsibilities and personal lives tend to exhibit higher levels of performance. Therefore, H1 is supported.

Mediation Analysis

The second hypothesis investigated whether job satisfaction mediates the relationship between work-life balance and employee performance.

The mediation effect was examined using the Sobel Test.

Table 4. Sobel Test Inputs

Path	Coefficient	Standard Error
Work-Life Balance → Employee Performance	0.105	0.009
Work-Life Balance and Job Satisfaction → Employee Performance	0.152	0.008

The results indicate that work-life balance positively influences employee performance, and the magnitude of the effect increases when job satisfaction is incorporated into the model.

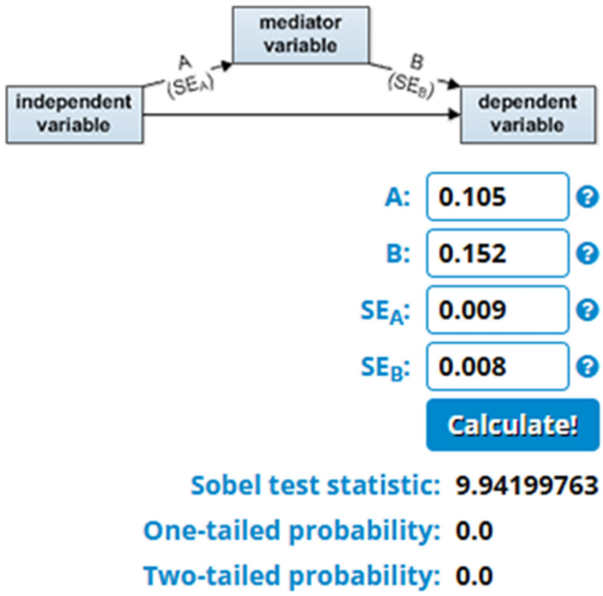


Figure 2. Sobel Test Result

The Sobel Test produced a z-statistic of 9.941 and a p-value of 0.000, indicating that the indirect effect of work-life balance on employee performance through job satisfaction is statistically significant. Since the z-value exceeds the critical value of 1.96 and the p-value is below 0.05, job satisfaction significantly mediates the relationship between work-life balance and employee performance. Therefore, H2 is supported.

Furthermore, the direct effect of work-life balance on employee performance remained significant after the inclusion of job satisfaction, suggesting that job satisfaction functions as a partial mediator in the proposed model.

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Table 5. Summary of Hypothesis Testing

Hypothesis	Statement	Result
H1	Work-life balance positively and significant affects employee performance	Supported
H2	Job satisfaction positively and significant mediates the relationship between work-life balance and employee performance	Supported

Overall, the findings demonstrate that work-life balance plays a significant role in improving employee performance both directly and indirectly through job satisfaction. The results provide empirical support for Social Exchange Theory, suggesting that organizational practices that help employees achieve work-life balance can enhance positive work attitudes and ultimately improve performance outcomes.

Discussion

Work-Life Balance and Employee Performance

The findings reveal that work-life balance has a positive and significant effect on employee performance. The results indicate that employees who are able to maintain a balance between work responsibilities and personal life tend to demonstrate higher levels of performance. This finding supports the first hypothesis and confirms that work-life balance is an important factor in enhancing employee effectiveness within organizational settings.

The positive relationship can be explained through the perspective of Social Exchange Theory (Blau, 1964), which suggests that employees tend to reciprocate favorable organizational treatment with positive attitudes and behaviors. When organizations provide an environment that allows employees to balance their professional and personal responsibilities, employees perceive such support as a valuable organizational resource. As a result, they respond by demonstrating greater commitment, engagement, and performance. In this context, work-life balance serves as a form of organizational support that encourages employees to contribute more effectively toward organizational goals.

The findings also indicate that employees who experience lower levels of work–family conflict are more capable of allocating their time, energy, and psychological resources efficiently. A balanced work-life condition enables employees to maintain emotional stability, reduce stress levels, and sustain work motivation. Consequently, employees can focus more effectively on their tasks, collaborate better with colleagues, and achieve higher performance outcomes.

The results are consistent with previous studies. Ramachandaran et al. (2025) reported that poor work-life balance negatively affects employee productivity and overall job performance. Similarly, Verma et al. (2024) identified work-life balance as one of the most influential factors affecting employee well-being and organizational performance. Huo and Jiang (2023) also found that work-life conflict significantly reduces employee performance through increased psychological strain and emotional exhaustion. The consistency between the present findings and previous studies suggests that work-life balance remains a critical determinant of employee performance across various organizational contexts.

The findings further demonstrate that the importance of work-life balance extends beyond employee well-being and directly contributes to organizational effectiveness. In the context of PT PLN (Persero) Unit Induk Distribusi Lampung, employees often face demanding operational responsibilities, emergency service requirements, and strict performance targets. Under such conditions, maintaining a balance between work and

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personal life becomes essential to sustaining employee productivity and ensuring service quality.

The Mediating Role of Job Satisfaction

The results indicate that job satisfaction significantly mediates the relationship between work-life balance and employee performance. The Sobel Test results confirmed that the indirect effect of work-life balance on employee performance through job satisfaction is statistically significant. These findings support the second hypothesis and suggest that work-life balance influences employee performance not only directly but also indirectly through employees' level of job satisfaction.

This result can also be explained through Social Exchange Theory (Blau, 1964). Employees who perceive that their organization supports their ability to balance work and personal responsibilities tend to develop positive attitudes toward their jobs. Such positive evaluations generate higher levels of job satisfaction, which subsequently encourage employees to perform more effectively. In other words, work-life balance creates favorable psychological conditions that enhance job satisfaction, and this satisfaction becomes a mechanism through which performance improvement occurs.

The mediating role of job satisfaction indicates that employee performance is not solely determined by objective working conditions but also by employees' subjective evaluations of those conditions. Even when organizations provide supportive work-life balance policies, performance improvements may not be fully realized unless employees perceive these policies positively and experience satisfaction with their jobs. Therefore, job satisfaction functions as an important psychological pathway linking organizational support to employee outcomes.

The findings are consistent with the study conducted by Ninaus et al. (2021), which found that employees who achieve a healthy balance between work and family responsibilities tend to experience higher levels of job satisfaction and lower levels of burnout. Similarly, Inegbedion et al. (2020) reported that balanced workloads contribute significantly to employee satisfaction and organizational effectiveness. Furthermore, Gazi et al. (2024) demonstrated that job satisfaction positively influences employee performance and work behavior. The present findings also support the conclusions of Tafese Keltu (2024), who found that job satisfaction serves as an important mediating mechanism linking organizational practices to employee performance.

Interestingly, the findings suggest that the direct effect of work-life balance on employee performance remains significant even after the inclusion of job satisfaction. This result indicates the existence of partial mediation, implying that work-life balance affects employee performance through multiple pathways. While job satisfaction explains part of the relationship, other factors such as organizational commitment, work engagement, employee well-being, and psychological resilience may also contribute to explaining how work-life balance influences performance. Future studies may therefore consider incorporating additional mediating variables to provide a more comprehensive understanding of the relationship.

Comparison with Previous Studies

The findings of this study generally align with the growing body of literature emphasizing the importance of work-life balance in enhancing employee outcomes. Similar to Ramachandaran et al. (2025), Verma et al. (2024), and Ninaus et al. (2021), the present study confirms that employees who achieve a healthy balance between work and personal responsibilities tend to exhibit more positive attitudes and higher levels of performance.

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However, the current study extends previous research by examining the relationship within the context of a state-owned electricity distribution company. Most previous studies have focused on educational institutions, healthcare organizations, private companies, or service industries. Empirical evidence from state-owned enterprises, particularly within the electricity sector, remains relatively limited. Therefore, this study contributes to the literature by demonstrating that the positive effects of work-life balance and job satisfaction are also applicable in organizations characterized by high operational demands and public service responsibilities.

Moreover, the findings help address inconsistencies reported in previous studies. While several researchers have found positive relationships between work-life balance and employee outcomes, other studies have reported weaker or non-significant effects. The present findings suggest that contextual factors such as organizational support, job characteristics, and employee perceptions may influence the strength of these relationships. Consequently, the effectiveness of work-life balance initiatives may depend on how employees perceive and experience organizational support within their specific work environments.

Theoretical Implications

This study contributes to the development of human resource management literature by providing empirical support for Social Exchange Theory in explaining the relationships among work-life balance, job satisfaction, and employee performance. The findings confirm that organizational support in the form of work-life balance initiatives can generate positive reciprocal responses from employees through increased job satisfaction and improved performance.

Furthermore, the study enriches the literature by demonstrating that job satisfaction serves as a significant mediating mechanism through which work-life balance influences employee performance. This finding highlights the importance of considering both organizational and psychological factors when examining employee performance. The results therefore strengthen the argument that employee attitudes play a critical role in translating organizational support into desirable performance outcomes.

Practical Implications

The findings provide several practical implications for PT PLN (Persero) Unit Induk Distribusi Lampung and other organizations with similar operational characteristics. First, management should recognize work-life balance as a strategic human resource management practice rather than merely an employee welfare initiative. Policies that facilitate flexible work arrangements, workload management, adequate rest periods, and family-supportive practices may contribute to improved employee performance.

Second, organizational efforts to improve employee performance should also focus on enhancing job satisfaction. Management should ensure that employees perceive fairness in workload distribution, performance evaluation, career development opportunities, and reward systems. Improving these aspects may strengthen employees' positive attitudes toward their jobs and ultimately enhance performance.

Third, given the partial mediating role of job satisfaction, organizations should adopt a comprehensive approach to performance improvement. In addition to work-life balance programs, organizations should invest in initiatives that foster employee engagement, organizational commitment, and psychological well-being. Such integrated strategies are likely to generate sustainable improvements in employee performance and organizational effectiveness.

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CONCLUSION

This study examined the effect of work-life balance on employee performance and investigated the mediating role of job satisfaction among employees of PT PLN (Persero) Unit Induk Distribusi Lampung. The findings demonstrate that work-life balance has a positive and significant effect on employee performance. Employees who are able to maintain a healthy balance between their professional responsibilities and personal lives tend to exhibit higher levels of performance. This result indicates that work-life balance is an important organizational factor that contributes to employee effectiveness and productivity.

Furthermore, the study found that job satisfaction significantly mediates the relationship between work-life balance and employee performance. Employees who experience a favorable balance between work and personal life are more likely to develop positive attitudes toward their jobs, resulting in higher levels of job satisfaction. In turn, increased job satisfaction contributes to improved employee performance. The mediation analysis revealed that job satisfaction functions as a partial mediator, suggesting that work-life balance affects employee performance both directly and indirectly through employees' psychological responses to their work environment.

The findings provide empirical support for Social Exchange Theory, which posits that employees reciprocate organizational support with positive attitudes and behaviors. In the context of PT PLN (Persero) Unit Induk Distribusi Lampung, organizational practices that facilitate work-life balance contribute not only to employee well-being but also to enhanced job satisfaction and performance outcomes. These results reinforce the importance of integrating employee-centered policies into human resource management strategies.

From a theoretical perspective, this study contributes to the human resource management literature by extending the application of Social Exchange Theory in explaining the relationships among work-life balance, job satisfaction, and employee performance. The study also enriches existing empirical evidence by examining these relationships within the context of a state-owned enterprise in the electricity distribution sector, an area that has received relatively limited attention in previous research.

From a practical perspective, the findings suggest that organizations should prioritize initiatives that support employees in balancing work and personal responsibilities. Programs such as workload management, flexible working arrangements where feasible, employee well-being initiatives, and family-supportive policies may enhance both job satisfaction and employee performance. Additionally, organizations should continuously monitor and improve factors influencing job satisfaction, including recognition, career development opportunities, and fair performance evaluation systems.

Despite its contributions, this study has several limitations. First, the research was conducted within a single organization, which may limit the generalizability of the findings to other sectors or organizational contexts. Second, the study relied on cross-sectional data, making it difficult to capture changes in employee perceptions over time. Third, job satisfaction was the only mediating variable examined, whereas other psychological and organizational factors may also influence the relationship between work-life balance and employee performance.

Future studies are encouraged to investigate these relationships across different industries and organizational settings to enhance the generalizability of the findings. Researchers may also employ longitudinal research designs to better understand the dynamic nature of work-life balance and employee outcomes. Furthermore, future research could incorporate additional mediating or moderating variables, such as organizational commitment, work engagement, psychological well-being, leadership

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style, or organizational culture, to provide a more comprehensive explanation of employee performance.

Based on the findings, PT PLN (Persero) Unit Induk Distribusi Lampung should strengthen policies and practices that support employees' work-life balance. Management may consider implementing more effective workload allocation, improving scheduling flexibility where operationally possible, and promoting employee well-being programs. Additionally, efforts to increase job satisfaction through recognition systems, career development opportunities, and supportive leadership practices may further enhance employee performance and contribute to long-term organizational effectiveness.

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