

The Role of Job Satisfaction in Mediating Between Work Life Balance and Employee Well Being on Employee Performance at PT Petrosea

Vindy Widia Agustianis¹, Djoko Soelistya², Mog. Agung Surianto³

^{1,2,3}Universitas Muhammadiyah Gresik

Email Correspondence Author: vindywidiaagustianis@gmail.com

Abstract

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This study uses a quantitative method, with a sample of 167 respondents analyzed through the SmartPLS program. The findings are as follows: (1) work-life balance has a direct effect on employee performance; (2) employee well-being has a direct effect on employee performance; (3) work-life balance has a direct effect on job satisfaction; (4) employee well-being has a direct effect on job satisfaction; (5) job satisfaction has a direct effect on employee performance; (6) job satisfaction is not needed as a mediator, as the direct effect of work-life balance is more dominant than the indirect effect, indicating partial mediation; and (7) job satisfaction is also not needed as a mediator, as the direct effect of employee well-being is more dominant than the indirect effect.

Keywords: *Work Life Balance, Employee , Well Being, Employee Performance, Job Satisfaction*

INTRODUCTION

Every company or organization cannot be separated from the human element that plays an important role in every operational activity. This human element, which we call human resources, is an aspect that carries out its activities to achieve the company's goals. The success of a company is certainly influenced by the individual employee performance of its employee resources, so that the company will continue to improve employee performance so that the company's goals can be achieved (Saluy & Sulistyawati, 2021). Employees are individuals who work directly in the company's operations so that they have a crucial role in achieving the company's goals. Employees not only carry out daily operational tasks, but also contribute to productivity, innovation, and the company's culture as a whole.

Development is a process of changing fundamental aspects that include several things including social structure, community behavior and national institutions, in addition to continuing to pursue accelerated economic growth, handling income inequality, and poverty alleviation. One of the efforts that can be made to maintain company profits and even carry out sustainable development is to find out what factors can improve the performance of its employees, and then take appropriate action.

Petrosea is a multi-disciplinary company engaged in mining contracts, engineering, procurement & construction and oil & gas services that is fully committed to prioritizing ESG aspects as a continuity of the Company's sustainability strategy. PT Petrosea provides integrated pit-to-port mining services, integrated engineering, procurement & construction capabilities and logistics services, while always being fully committed to the implementation of occupational safety, health & environment, quality management and business integrity.

Founded in 1972, Petrosea is committed to implementing good corporate governance principles and has adopted governance practices to ensure that Management functions and all other supporting elements run effectively as a public company. With the implementation of corporate governance principles, Petrosea is a responsible, independent and transparent company for all stakeholders

In carrying out its project, the Petrosea Manyar Maju Refinery Project certainly requires competent human resources and in accordance with the company's goals. Human resources have a very important role for the Petrosea Manyar Maju Refinery Project, the importance of human resources as the main driver of all activities or activities in achieving goals, as well as to maintain the company's existence starting from efforts to manage human resources, especially in increasing work effectiveness and efficiency to the maximum so that quality employee performance can be achieved at the Petrosea Manyar Maju Refinery Project.

In this study, there is a novelty in the mediation side of job satisfaction which is expected to help increase performance and some researchers use the job satisfaction variable as a variable that directly influences. Based on the background that has been explained, the researcher is interested in re-examining "The Role of Job Satisfaction as a Mediating Variable Between Work Life Balance and Employee Well-Being on Employee Performance of PT Petrosea Manyar Maju Refinery Project".

METHODS

The approach used in this study is a quantitative approach that focuses on hypothesis testing using statistical measuring instruments. Quantitative research aims to examine a particular population or sample, where sampling is generally done randomly. Data collection is carried out using research instruments, data analysis is quantitative/statistical, with the aim of testing the hypothesis (Sugiyono, 2018).

RESULTS AND DISCUSSION

The Influence of Work Life Balance on Employee Performance

The influence of Work Life Balance on Employee Performance has an original sample result of 0.291 with a positive value because it is above zero, the t-statistic value is more than the t-table

(t-stat > 1.960) which is 3.554 which means significant and the p-value is 0.000 which means less than 0.000 or significant. So it can be stated that work life balance has an effect on employee performance. This means that the better the balance between work and personal life, the higher the employee performance.

The Influence of Employee Well-Being on Employee Performance

The influence of employee well-being on employee performance with the original sample result of 0.216 is positive because it is above zero, the t-statistic value is less than the t-table (t-stat > 1.960) which is 3.027 which means significant and the p-value is 0.002 which means less than 0.050 or significant. So it can be stated that Employee Well-Being has an effect on Employee Performance. This means that the better the employee welfare, the better their performance.

The Influence of Work Life Balance on Job Satisfaction

The influence of work life balance on job satisfaction with the original sample results of the variable influence of work life balance on Job Satisfaction of 0.412 is positive because it is above zero, the t-statistic value is more than the t-table (t-stat > 1.960) which is 4.940 which means significant and the p-value is 0.000 which means less than 0.000 or significant. So it can be stated that Work life balance has an effect on job satisfaction. This means that the better the work life balance, the higher the level of job satisfaction felt by employees.

The Influence of Employee Well-being on Job Satisfaction

The influence of employee well-being on job satisfaction with the original sample results of the variable of employee well-being influence on job satisfaction of 0.364 is positive because it is above zero, the t-statistic value is more than the t-table (t-stat > 1.960) which is 4.713 which means significant and the p-value is 0.000 which means less than 0.000 or significant. So it can be stated that employee well-being has an effect on job satisfaction. This means that the better the employee well-being, the higher the level of job satisfaction felt by employees.

The Influence of Job Satisfaction on Employee Performance

The influence between job satisfaction on employee performance with the original sample results of the variable of the influence of job satisfaction on employee performance of 0.362 is positive because it is above zero, the t-statistic value is more than the t-table (t-stat > 1.960) which is 4.302 which means significant and the p-value is 0.000 which means less than 0.000 or significant. So it can be stated that job satisfaction has an effect on employee performance. This means that the better the job satisfaction, the higher the employee performance felt by employees.

The Influence of Work Life Balance on Employee Performance through Job Satisfaction

The influence of work life balance on employee performance through job satisfaction shows that the original sample result of 0.149 is positive because it is above zero, the t-statistic value is

more than the t-table ($t\text{-stat} > 1.960$) which is 3.368 which means significant and the p-value is 0.000 which means less than 0.001 or significant. So it can be stated that work life balance has an effect on employee performance through job satisfaction. However, if seen from the t-statistic value of the direct influence of H1 of 3.554 is greater than the t-statistic value of H6 indirect influence of 3.368, then it can be interpreted that there is a partial mediation effect. therefore the direct influence of work life balance will further improve employee performance without the need for the mediation aspect of job satisfaction.

The Influence of Employee Well-Being on Employee Performance through Job Satisfaction

The influence of Employee Well-being on Employee Performance through Job Satisfaction shows that the original sample result of 0.132 is positive because it is above zero, the t-statistic value is more than the t-table ($t\text{-stat} > 1.960$) which is 2.966 which means significant and the p-value is 0.003 which means less than 0.050 or significant. So it can be stated that employee well-being has an effect on employee performance through job satisfaction. However, if seen from the t-statistic value of the direct influence of H2 of 3.027 is greater than the t-statistic value of H7 indirect influence of 2.966, then it can be interpreted that there is a partial mediation effect. therefore the direct influence of employee well-being will further improve employee performance without the need for the mediation aspect of job satisfaction.

CONCLUSION

Based on the discussion that has been presented, the following conclusions can be drawn:

1. Work life balance has a direct influence on employee performance. Which means, the higher the level of work life balance, the more significant the influence on employee performance.
2. Employee well being has a direct influence on employee performance. Which means the higher the employee well being, the more positive and significant the influence on employee performance.
3. Work life balance has a direct influence on job satisfaction. Which means that the high or low work life balance has a significant influence on job satisfaction.
4. Employee well being has a direct influence on job satisfaction. Which means, the higher the employee well being, the more positive and significant the influence on job satisfaction.
5. Job satisfaction has a direct influence on employee performance. Which means, the better the job satisfaction, the more positive and significant the influence on employee performance.

6. Work life balance has an indirect influence on employee performance through job satisfaction. Which means that work life balance needs special attention in employee performance without going through job satisfaction. Then job satisfaction has a partial mediation influence.
7. Employee well being has an indirect effect on employee performance through job satisfaction. Which means that employee well being needs special attention in employee performance without going through job satisfaction. Then job satisfaction has a partial mediation effect.

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