

The Influence of Work-Life Balance and Motivation on Employee Performance with Job Satisfaction as the Mediator: A Case Study of Medicine Faculty Employees

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ABSTRACT

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Employee performance at the Faculty of Medicine, North Sumatera University, is a crucial factor in achieving academic organizational objectives. This study aims to identify factors influencing employee performance, namely work-life balance, motivation, organizational culture, and job satisfaction. The research method used is associative causal research with a quantitative approach. The research sample consists of 99 employees selected using total sampling method. Data were collected through interviews, documentary studies, and questionnaires. The analysis results indicate that Motivation has a significant positive influence on Job Satisfaction, while Work motivation has a significant positive influence. Work-life balance has a significant positive influence on Employee Performance, but Work motivation has a significant positive influence on Employee Performance. Additionally, Job Satisfaction has a significant positive influence on Employee Performance. Recommendations from this study include the management of the Faculty of Medicine, North Sumatera University, paying attention to employee work-life balance and strengthening positive organizational culture. Providing incentives or rewards to employees who achieve high job satisfaction levels is also suggested to enhance overall performance.

Keywords: Employee Performance; Job Satisfaction; Work Motivation; Work-Life Balan

INTRODUCTION

In the increasingly complex dynamics of the workplace, the balance between employees' work and personal lives has become paramount. On the other hand, employee motivation is also a crucial factor influencing both individual and organizational performance. The balance between work-life and employee motivation has become a significant focus in human resource management to enhance productivity and employee well-being. Human resources play a key role in shaping the success and progress of an organization even when other resources are accessible, the absence of adequate human resources can hinder the effectiveness of organizational functions (Trisnayani et al., 2024).

The importance of balancing work and personal life has been a primary focus in human resource management research. Previous studies have shown that this balance is closely related to stress levels, life satisfaction, and job commitment (Greenhaus & Allen, 2011). Conversely, employee motivation has long been recognized as a key factor affecting individual performance in the workplace (Locke, 1976). Every organization has a "personality" that forms a distinctive characteristic different from other organizations. This unique personality certainly does not form when an organization is first established (Kaligis et al., 2023). However, there is still a need to understand more deeply how the balance of work-life and employee motivation affects their performance, especially in specific organizational contexts. Therefore, this study aims to explore the impact of work-life balance and motivation on employee performance at the Faculty of Medicine, University of North Sumatera. This study will also consider job satisfaction as a mediator in the relationship between these variables.

Research by Ishaque et al. (2017) found that intrinsic motivation, such as satisfaction in performing tasks, has a significant positive impact on employee performance. Based on the background of the issues above, the research problems can be summarized as follows: (1) Does work-life balance significantly influence job satisfaction at the Faculty of Medicine, University of North Sumatera, (2) Does work motivation significantly influence job satisfaction at the Faculty of Medicine, University of North Sumatera?, (3) Does work-life balance significantly influence employee performance at the Faculty of Medicine, University of North Sumatera?, (4) Does work motivation significantly influence employee performance at the Faculty of Medicine, University of North Sumatera?, (5) Does job satisfaction significantly influence employee performance at the Faculty of Medicine, University of North Sumatera?, (6) Does job satisfaction mediate the relationship between work-life balance and employee performance at the Faculty of Medicine, University of North Sumatera?, and (7) Does job satisfaction mediate the relationship between work motivation and employee performance at the Faculty of Medicine, University of North Sumatera?

LITERATURE REVIEW

Employee Performance

Performance in organizations is the result of achieving goals reflected in employees' work achievements according to their respective roles, which is key to enhancing productivity. Fahmi (2018) reveals that performance is the output obtained by an organization within a specific period of time. According to Mangkunegara (2017), performance refers to the achievement of work results in terms of quality and quantity by an employee according to their responsibilities. Armstrong and Baron (in Fahmi, 2018) affirm that performance is closely related to the organization's strategic goals, customer satisfaction, and economic contributions. According to Riwukore et al. (2021), the presence of rewards, allowances, and incentives can motivate employees to improve

their performance. Kotler (in Yuniarti, 2015) describes customer satisfaction as the evaluation of feelings arising from the comparison between the product and customer expectations. From this perspective, performance can be interpreted as the result of employees' work in achieving the organization's goals, vision, and mission. Thus, it can be concluded that performance is the result of individual work in carrying out tasks according to their responsibilities within a specific period of time that potentially affects the achievement of organizational goals. Employee performance can be improved by placing workers according to their competencies. This is to make them feel happy and comfortable in the company. Job satisfaction reflects the happiness and comfort of employees (Aryani et al., 2021).

In the workplace environment, factors influencing employee performance can originate from internal and external company factors, as well as from the characteristics of individual employees and their surrounding environment. Ability and motivation are two main aspects that influence performance, as conveyed by Mangkunegara (2017). In addition, individual, psychological, and organizational factors also play a role in determining employee performance. Employee performance is the result of work in quality and quantity according to their responsibilities (Mangkunegara, 2017). This encompasses several dimensions, including the quantity of work, which pertains to the amount and speed of task completion. Additionally, the quality of work is crucial, focusing on efficiency and effectiveness in achieving company goals. Another dimension is timeliness, emphasizing the importance of achieving tasks according to schedule while optimizing time management.

Work Motivation

Work motivation is the combination of factors that drive individuals to act in certain patterns, as articulated by Pinder (2014). This concept encompasses efforts to motivate subordinates to work more efficiently and diligently, optimizing all the abilities and skills they possess for the progress and achievement of the company's goals. Furthermore, as explained by Siagian (2019), work motivation is the drive that urges members of an organization to carry out their tasks and responsibilities, as well as fulfill their obligations in achieving the organization's predetermined goals and objectives. Anwar Mangkunegara (2017) also outlines the concept of work motivation arising from employees' attitudes toward the work situation in the company. For him, work motivation is the condition or impetus that directs or encourages employees to achieve the company's goals. A proactive and positive mental attitude toward the work situation strengthens their motivation to achieve optimal performance. All of these indicate that work motivation is a crucial factor influencing individual performance in the workplace. In the research conducted by Maslow, explanations about indicators of work motivation were provided. Sofyandi and Garniwa (2007) delve into Abraham Maslow's hierarchy of needs theory, which delineates several distinct stages. At the foundational level are physiological needs, encompassing fundamental human necessities such as food, water, shelter, air, and sleep. Once these needs are met, individuals progress to safety needs, which entail seeking protection from workplace risks, ensuring job security, and securing a stable future. With these needs fulfilled, social needs come to the forefront, reflecting the desire for social relationships, friendships, and close interactions with coworkers. Beyond social needs lie esteem needs, wherein individuals aspire for respect, recognition of their achievements, and appreciation for their abilities and contributions within the workplace. Finally, at the apex of the hierarchy are self-actualization needs, representing the pursuit of personal growth, self-expression, and the realization of one's fullest potential.

Organizational Culture

Work motivation is a collection of values, habits, and norms that regulate individual behavior within an organization. Fahmi (2018) explains that work motivation is formed from the process of unifying cultural styles and individual behaviors into new norms that strengthen solidarity in achieving common goals.

Dimensions and indicators of work motivation serve as valuable tools for assessing an entity's status and variables that facilitate monitoring changes over time. Stephen (2015) outlines these dimensions and indicators as follows: Firstly, innovation and risk-taking, which gauge the level of encouragement provided to employees for fostering innovation and embracing risks. This involves fostering new ideas, granting autonomy in decision-making, and promoting a culture conducive to risk-taking. Secondly, attention to detail is emphasized, whereby employees are expected to demonstrate precision, thorough analysis, and meticulous attention to detail. This includes aligning with the organization's vision and mission, effectively communicating company objectives, and executing tasks in accordance with established procedures. Lastly, people-orientation is paramount, as management decisions are assessed based on their impact on individuals within the organization. This involves providing incentives when job targets are met and ensuring that the organization's policies and practices prioritize the well-being and satisfaction of its employees.

Job Satisfaction

Job satisfaction is an important parameter related to employees' perceptions and the impact of their work behavior. Davis (2011) explains that job satisfaction encompasses a set of feelings, beliefs, and thoughts about responses to work, including cognitive aspects involving employees' trust in their jobs and work situations. Kreitner and Kinicki (2014) add that job satisfaction refers to the effectiveness or emotional response to various aspects of work. Robbins and Judge (2015) define job satisfaction as a general attitude toward one's job that reflects the disparity between the amount of rewards received by employees and the amount they believe they should receive.

Mangkunegara (2017) provides insight that job satisfaction involves employees' feelings of support or lack of support for their jobs and their individual conditions. This perspective is reinforced by Wijono (2015), who describes job satisfaction as the result of individuals' assessment of their work experiences, both positive and negative. Sutrisno (2016) defines job satisfaction as an attitude involving employees' perceptions of work situations, cooperation, received rewards, as well as physical and psychological factors. High job satisfaction is often associated with increased employee performance and productivity, ultimately aiding in achieving organizational goals. From these definitions, it can be concluded that job satisfaction reflects employees' attitudes and emotional responses to their jobs, which are reflected in their behavior and evaluations of their work. High job satisfaction tends to encourage employees to provide optimal performance.

According to Hasibuan (2019), dimensions to measure job satisfaction include (1) enjoying one's job, (2) loving one's job, (3) work morale, (5) discipline, and (6) work achievement. Meanwhile, dimensions to measure job satisfaction according to Rivai (2017) are (1) job content, (2) supervision, (3) organization and management, (4) opportunity for advancement, (5) salary or incentives, (6) colleagues, and (7) job conditions.

RESEARCH METHOD

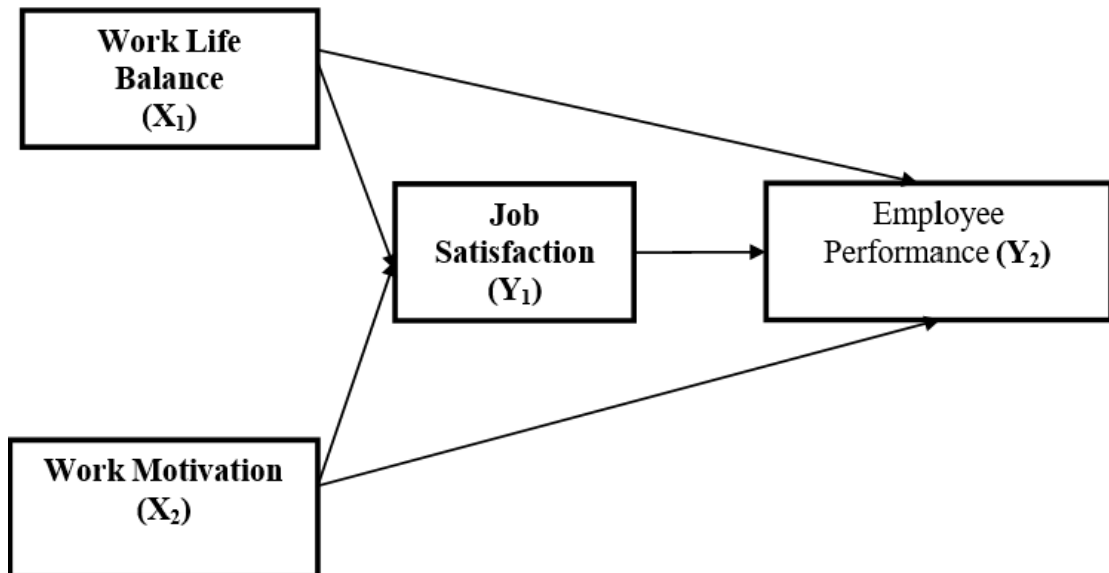
This study adopts an associative causal research design with a quantitative approach, according to Sugiyono (2019). The purpose of this research is to understand the relationship between two or more variables, aiming to build theories that explain, predict, and control a phenomenon. The causal relationship in this study is cause-effect, where one variable (independent) influences another variable (dependent). The method of analysis used is statistics. This quantitative research is systematic, planned, and structured clearly from the beginning to the design of the research. Additionally, quantitative research emphasizes the use of numbers in data collection, data interpretation, and presentation of results. This research is conducted at the Faculty of Medicine, University of North Sumatera located at Jalan Dr. Mansyur No. 5, USU Campus. The research was conducted from July 2022 until completion. Data collection techniques used include interviews, documentary studies, and questionnaires with measurements using the Likert scale.

Population and Sample

Population refers to the entirety of objects or subjects with specific qualities and characteristics set by the researcher for study and inference (Sugiyono, 2019). Sample, on the other hand, is a portion of the population taken in such a way that it can represent all members of the population. In this study, the population consists of 99 employees in the Faculty of Medicine, University of North Sumatera. The sampling method used is total sampling, where the entire population is taken as the sample (Sugiyono, 2019).

Conceptual Framework

Figure 1. Conceptual Framework



In this study, the researcher collected data from 99 employees of the Faculty of Medicine, University of North Sumatera through an online survey to understand their perceptions regarding work-life balance, organizational culture, job satisfaction, and performance. The data included variables such as age, gender, and tenure in relation to the related questions. All responses were entered into a database that was checked for validity before analysis. This dataset serves as a valuable source of information for exploring the relationships between these factors, providing insights needed for the development of more effective human resource management policies and practices in the academic environment of the Faculty of Medicine, University of North Sumatera.

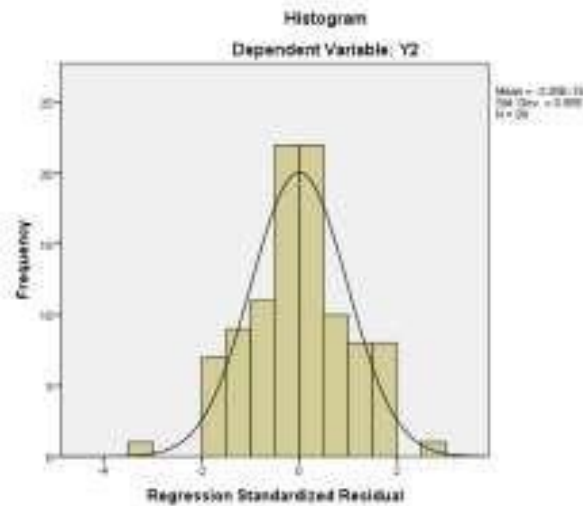
RESULTS

Normality Test

Normality testing aims to determine whether the regression model of disturbance or residuals variables has a normal distribution. This normality test can be observed through graphical analysis and statistical analysis.

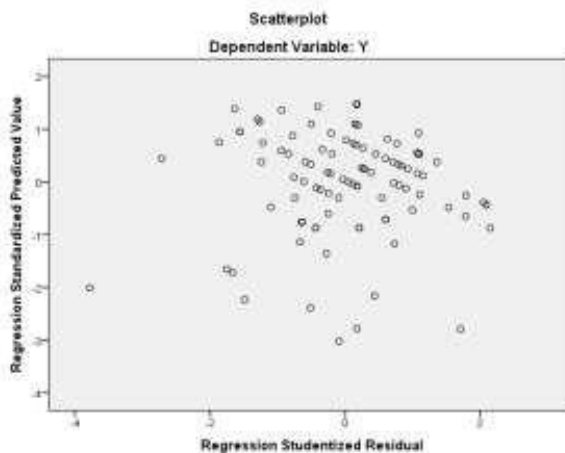
Graphical Analysis

Figure 2. Results of Normality Test: Histogram Graph



Based on Figure 2 above, the normality test indicates that the data is normally distributed. This can be observed from the histogram graph, which shows symmetric data that does not skew to the right or left, forming a bell-shaped curve.

Figure 3. Scatterplot Graph



From the scatterplot graph after data transformation in Figure 3, it can be observed that the points are scattered above and below the zero on the Y-axis, indicating that the regression model no longer experiences heteroscedasticity issues.

F-Test

The F-test is conducted to determine whether the model used in this study is appropriate. The F-test is also conducted to assess whether the independent variables collectively have an impact on the dependent variable. The results of the F-test are presented as

follows:

Table 1. Results of F-test

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	F
1	Regression	152.174	3	50.725	35.766
	Residual	134.735	95	1.418	
	Total	286.909	98		
Dependent Variable: Y2					
Predictors: (Constant), Y1, X1, X2					

Based on the results of statistical testing shown in Table 1 above, a value of F of 35.766 was obtained with a significance value of 0.000, which is smaller than 0.05. This indicates that the regression model in this study is suitable for predicting employee performance. Therefore, it can be concluded that simultaneously, employee performance is influenced by work-life balance, work motivation, and job satisfaction.

T-test

Partial hypothesis testing (t-test) is conducted to determine separately or partially whether the independent variables significantly influence the dependent variable. The influence of independent variables in this study on the dependent variable is tested separately or partially. The results of the partial test (t-test) are presented in the following table:

Table 2. Results of t-test for Y1

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	6.923	2.362		2.931	0.004		
X1	0.378	0.201	0.210	2.883	0.003	0.597	1.676
X2	0.549	0.162	0.378	3.387	0.001	0.597	1.676
Dependent Variable: Y1							

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + e \quad Y_1 = 6,923 + 0,378X_1 + 0,549X_2 + e$$

From Table 2 above, the following conclusions can be drawn: (1) The significance value of Work-Life Balance (X1) is 0.003 < 0.05, indicating that Work-Life Balance (X1) significantly influences Job Satisfaction (Y1). Therefore, work-life balance affects job satisfaction, and thus, H1 is accepted; and (2) The significance value of Work motivation (X2) is 0.001 < 0.05, indicating that Work Motivation (X2) significantly influences Job Satisfaction (Y1). Therefore, work motivation affects job satisfaction, and thus, H2 is accepted.

Table 3. Results of t-test on Y2

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.037	1.239		1.644	0.103		
X1	-0.130	0.103	-0.117	2.266	0.008	0.575	1.738

X2	-0.296	0.086	0.331	3.435	0.001	0.533	1.876
Y1	0.351	0.051	0.569	6.836	0.000	0.713	1.403
Dependent Variable: Y2							

$$Y2 = a + \beta_1 X1 + \beta_2 X2 + \beta_3 Y1 + e$$

From Table 3 above, the following conclusions can be drawn:

$$Y2 = 2,037 - 0,130X1 + 0,296X2 + 0,351Y1 + e$$

First, the significance value of Work-Life Balance (X1) is $0.008 < 0.05$, indicating that Work-Life Balance (X1) significantly influences Employee Performance (Y2). Therefore, Work-Life Balance affects Employee Performance, and thus, H3 is accepted. Second, the significance value of Work Motivation (X2) is $0.001 < 0.05$, indicating that Work Motivation (X2) significantly influences Employee Performance (Y2). Therefore, Work Motivation affects Employee Performance, and thus, H4 is accepted. Third, the significance value of Job Satisfaction (Y1) is $0.000 < 0.05$, indicating that Job Satisfaction (Y1) significantly influences Employee Performance (Y2). Therefore, Job Satisfaction affects Employee Performance, and thus, H5 is accepted.

Path Analysis

To determine whether there is a direct influence between the independent variables and the intervening variable, and the intervening variable to the dependent variable, as well as the indirect influence of the independent variables on the dependent variable through the intervening variable, a path analysis test is conducted using SPSS.

Table 4. Substructure Path Analysis II

Model	Coefficients ^a						
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	6.923	2.362		2.931	0.004		
X1	0.378	0.201	0.210	2.883	0.003	0.597	1.676
X2	0.549	0.162	0.378	3.387	0.001	0.597	1.676
Dependent Variable: Y1							

To calculate the error, the formula $e = \sqrt{(1-R^2)}$ can be used. Given the coefficient of determination R^2 from the table as 0.287, it can be found the error value $e = \sqrt{(1-0.287)}$ which is equal to 0.844.

Figure 4. Substructure Model Equation I

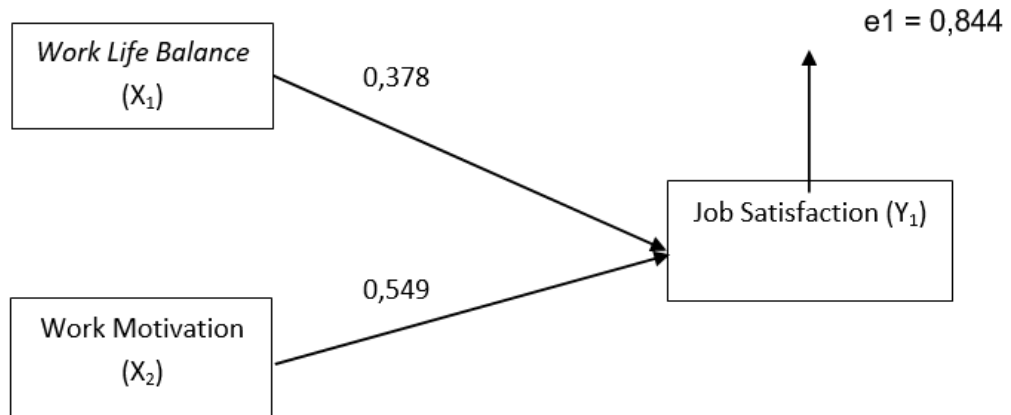


Table 5. Substructure Path Analysis II

Model	Coefficients ^a						
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.037	1.239		1.644	0.103		
X1	-0.130	0.103	-0.117	-1.266	0.208	0.575	1.738
X2	-0.296	0.086	0.331	3.435	0.001	0.533	1.876
Y1	0.351	0.051	0.569	6.836	0.000	0.713	1.403

Dependent Variable: Y2

To calculate the error, the formula $e = \sqrt{(1-R^2)}$ can be used. Given the coefficient of determination R^2 from the table as 0.287, the error value e can be found $= \sqrt{(1-0.287)}$ which is equal to 0.844.

Table 6. Substructure Path Analysis II

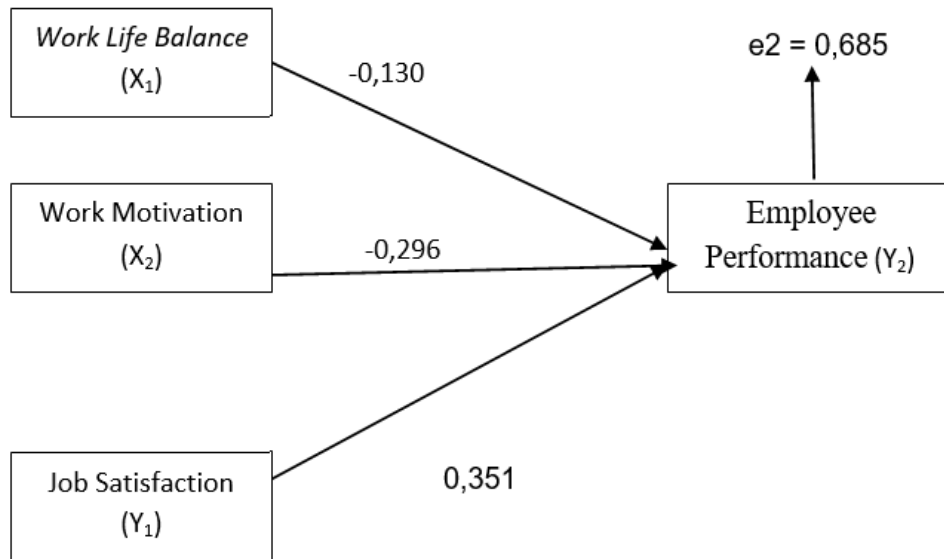
Model	Coefficients ^a						
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.037	1.239		1.644	0.103		
X1	-0.130	0.103	-0.117	-1.266	0.208	0.575	1.738
X2	-0.296	0.086	0.331	3.435	0.001	0.533	1.876
Y1	0.351	0.051	0.569	6.836	0.000	0.713	1.403

Dependent Variable: Y2

To calculate the error value, the formula $e = \sqrt{(1-R^2)}$. Given that the coefficient of determination R^2 , the error value can be determined as:

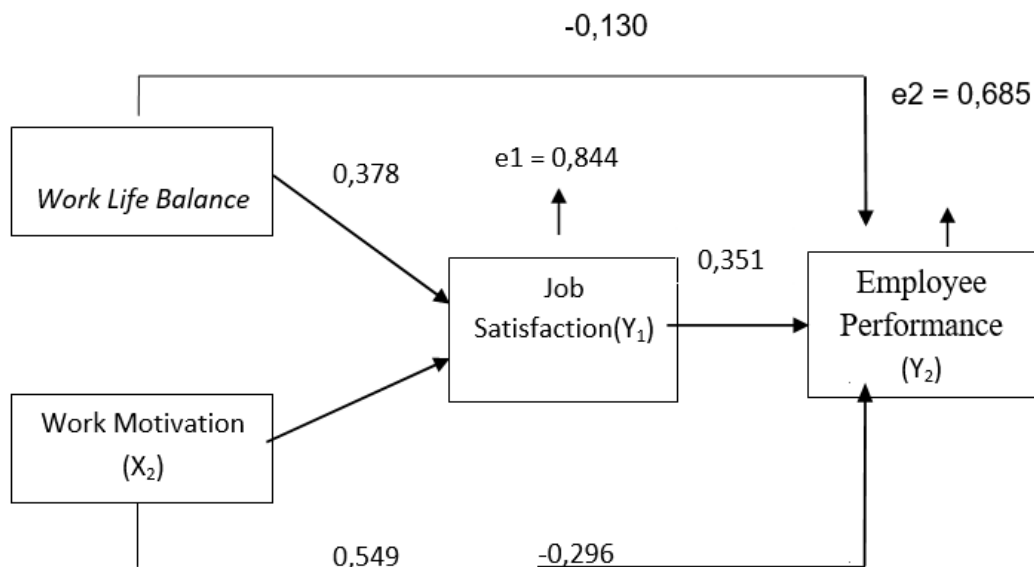
$$e = \sqrt{(1-0.530)} \text{ which is equal to } 0.685.$$

Figure 6. Substructure Model Equation II



The path analysis framework between the independent variables work-life balance and Work motivation mediated by job satisfaction with the dependent variable stock price is presented in the following figure.

Figure 7. Path Analysis



Based on the Figure 7, the direct influence, indirect influence, and total influence between the variables work-life balance and work motivation on employee performance through the variable job satisfaction can be determined as follows:

Direct Effects

The direct effect of work-life balance and Work motivation on job satisfaction (coefficient a) is as follows:

$$X_1 \rightarrow Y_1 = 0.378$$

$$X_2 \rightarrow Y_1 = 0.549$$

The direct effect of job satisfaction on employee performance (coefficient b) is as follows:

$$Y1 \rightarrow Y2 \ 0.351$$

The direct effect of work-life balance and Work motivation on employee performance (coefficient c) is as follows:

$$X1 \rightarrow Y2 = -0.130$$
$$X2 \rightarrow Y2 = -0.296$$

Indirect Effect

The indirect effect of work-life balance and Work motivation on employee performance through job satisfaction (coefficient ab) is as follows:

$$X1 \rightarrow Y1 \text{ to } Y2 = (0.378 \times 0.351) = 0.132$$
$$X2 \rightarrow Y1 \text{ to } Y2 = (0.549 \times 0.351) = 0.192$$

Based on the calculations above, the direct effect of work-life balance on employee performance is -0.130. Meanwhile, the indirect effect of work-life balance on employee performance is 0.132. Thus, the indirect effect is greater than the direct effect. Furthermore, the direct effect of Work motivation on employee performance is -0.296. Meanwhile, the indirect effect on profitability towards firm value is 0.192. Therefore, the direct effect is greater than the indirect effect.

DISCUSSION

The Influence of Work-Life Balance on Job Satisfaction at the Faculty of Medicine, University of North Sumatera

The statistical analysis results indicate a significance value of 0.003, lower than the threshold value of 0.05, indicating that work-life balance has a significant impact on job satisfaction. Research by Ganapathi (2016) suggests that time balance, engagement balance, and satisfaction balance collectively affect job satisfaction. This study also highlights the positive impact of work-life balance, such as increased productivity, decreased employee turnover rates, and increased employee commitment. Another study also confirms the positive relationship between work-life balance and job satisfaction (Asepta & Maruno, 2017). This research emphasizes that low job satisfaction can lead to decreased morale and productivity, underscoring the importance for companies to prioritize work-life balance in achieving organizational goals. Further findings support the positive influence of work-life balance on job satisfaction, emphasizing the need to focus on satisfaction balance as a critical indicator of work-life balance (Ganapathi, 2016). Work-life balance brings several benefits to organizations, including increased productivity, organizational commitment, morale, and job satisfaction. A culture of work-life balance supports organizations by reducing conflicts between work and personal life, ultimately enhancing job satisfaction and productivity. From the questionnaire distribution, the majority of respondents expressed dissatisfaction in maintaining a balance between work and family. At the Faculty of Medicine, University of North Sumatera, employees' ability to maintain this balance impacts their performance and satisfaction. Therefore, it is crucial for companies to pay attention to Work-Life Balance in order to achieve organizational goals.

The Influence of Work Motivation on Job Satisfaction at the Faculty of Medicine, University of North Sumatera

Based on the research results, it is evident that work motivation has a positive and significant impact on employee job satisfaction. This finding is consistent with previous studies that highlight the influence of work motivation on employee performance, through

compensation mechanisms, which in turn affect the level of job satisfaction (Ekhsan & Bangsa, 2019). Work motivation plays a crucial role in determining individuals' level of job satisfaction. A high level of work motivation tends to increase job satisfaction because individuals have higher enthusiasm and feel more content with their work. By understanding the importance of work motivation in enhancing job satisfaction, the Faculty of Medicine can adopt various strategies to ensure their employees remain motivated and satisfied with their work. Conversely, lack of work motivation can result in dissatisfaction with work and suboptimal outcomes. Various strategies can be implemented to enhance work motivation, such as rewarding high-performing employees, providing career advancement and self-development opportunities, and creating a conducive work environment. Therefore, increasing employees' work motivation is expected to have a positive impact on their level of job satisfaction.

The Influence of Work-Life Balance on Employee Performance at the Faculty of Medicine University of North Sumatera

Based on statistical tests, work-life balance significantly influences employee performance (significance value = 0.008). Previous research also supports the notion that work-life balance positively contributes to employee performance (Soomro et al., 2017). Among 99 respondents, the majority (38.4%) disagreed with the ability to simultaneously engage in work and family, indicating imbalance. This underscores the need for systematic development in promoting work-life balance to enhance performance. Companies should pay attention to Work-Life Balance to improve employee performance and address work-related stress (Ganapathi, 2016). Practices of work-life balance are expected to increase employee loyalty, satisfaction, commitment, and productivity, while reducing turnover and absenteeism.

The Influence of Work Motivation on Employee Performance at the Faculty of Medicine, University of North Sumatera

Work motivation is a crucial aspect to consider as it has a significant impact on employee performance and overall company performance. Lack of motivation can lead to a decrease in employee performance at the Faculty of Medicine, University of North Sumatera. This is supported by research findings by Tampi (2014), which demonstrate that motivation has a positive and significant influence on employee performance. Similar findings are also reported by Potu (2013), stating that motivation potentially affects employee performance. Gultom et al. (2015) also assert that motivation has a significant impact on employee performance. Ryadi (2011) also shows that work motivation has a significant influence on employee performance. Therefore, providing motivation to employees is crucial in fostering high morale and increasing individual satisfaction in achieving organizational goals.

The Influence of Job Satisfaction on Employee Performance at the Faculty of Medicine, University of North Sumatera

Based on statistical tests, job satisfaction significantly influences employee performance (significance value = 0.008). Previous studies affirm that job satisfaction has a positive impact on employee performance, including increased commitment, productivity, and support for organizational goals (Rahmawati & Setiawati, 2017; Berliana et al., 2018). However, data from respondents indicate that job satisfaction at the Faculty of Medicine, University of North Sumatera, still needs improvement, with low feelings of pride in their work. Factors such as effective communication, adequate physical facilities, and appropriate compensation also influence job satisfaction and employee performance. Therefore, understanding psychology, sociology, and economic aspects is crucial in enhancing job satisfaction and employee performance.

The Influence of Job Satisfaction Mediating the Effect of Work-Life Balance on Employee Performance at the Faculty of Medicine, University of North Sumatera

Statistical tests indicate that Work-Life Balance significantly affects Employee Performance through Job Satisfaction, where the indirect influence is greater than the direct influence. This finding is supported by a previous study affirming that job satisfaction mediates the relationship between work-life balance and employee performance, with work-life balance positively and significantly influencing job satisfaction (Aseptia & Maruno, 2017). Other research also confirms the positive relationship between work-life balance and job satisfaction, where high job satisfaction contributes to increased productivity, organizational commitment, and employee morale (Ganapathi, 2016). However, data from respondents indicate that employee performance at the Faculty of Medicine, University of North Sumatera, still needs improvement, with several statements indicating low achievement of job targets. Therefore, guidance, training, and mentoring from the Faculty of Medicine, University of North Sumatera are needed for employees to improve their performance effectively and efficiently. An organizational culture that supports work-life balance also plays a crucial role in enhancing employee performance by reducing conflicts between work and family and increasing job satisfaction. Additionally, findings from previous research indicate that job satisfaction can mediate the relationship between work-life balance and employee performance, where employees who balance work and family commitments tend to create higher productivity for the organization (Soomro et al., 2017). Performance evaluation based on company outputs also becomes an essential part of a culture that supports work-life balance.

The Influence of Job Satisfaction Mediating the Effect of Work Motivation on Employee Performance at the Faculty of Medicine, University of North Sumatera

Based on the research findings, it was found that work motivation has a positive and significant influence on employee performance at the Faculty of Medicine, University of North Sumatera. This result is consistent with previous research by Omollo and Oloko (2015), stating that work motivation has a positive and significant impact on performance. Furthermore, the same result was found in the studies by Langi (2015), Palar (2016), Rahsel (2016), and Hidayah & Tobing (2018), affirming that work motivation has a positive and significant impact on employee performance. Work motivation drives individuals to take action with enthusiasm and strong determination to contribute their best towards achieving common goals. Further analysis indicates that work motivation also has a positive and significant influence on job satisfaction. This finding aligns with Utamingtyas's (2020) research, indicating that work motivation has a positive and significant impact on job satisfaction. Furthermore, job satisfaction was also found to have a positive and significant influence on employee performance. This finding is in line with Kristianto et al.'s (2012) study, concluding that job satisfaction has a positive and significant impact on performance. This result is also supported by previous research by Subagja (2020) and Abdulkhalik & Mohammadali (2019).

CONCLUSION

Based on the data processing results obtained from the employees of the Faculty of Medicine, University of North Sumatera, several conclusions can be drawn regarding the factors influencing job satisfaction and employee performance. Firstly, both work-life balance and work motivation exhibit significant positive effects on job satisfaction and employee performance at the Faculty of Medicine. Additionally, job satisfaction itself significantly contributes to employee performance. Moreover, work-life balance and work motivation indirectly affect job satisfaction through their direct influence on employee performance.

Based on these conclusions, several recommendations can be proposed to enhance organizational performance and employee satisfaction at the Faculty of Medicine, University of North Sumatera. Firstly, there is a need to refine the performance appraisal system by aligning it with organizational strategies and adjusting performance standards accordingly. Furthermore, efforts should focus on improving task completion accuracy and efficiency, emphasizing time management skills.

To enhance work-life balance, the institution should involve employees in decision-making processes and policy development. Similarly, maintaining and fostering good work motivation requires effective socialization, positive reinforcement of corporate values, and the creation of a supportive work environment. Providing opportunities for employees to work according to their interests, fair remuneration, performance-based promotions, and supportive supervision can boost job satisfaction.

Finally, future research endeavors should consider additional variables such as quality of work life, work discipline, and self-efficacy, to further explore their impact on job satisfaction and employee performance, thus providing a more comprehensive understanding of organizational dynamics.

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DECLARATION OF CONFLICTING INTERESTS

The authors declared no potential conflicts of interest.

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