


The Effect of Work-Life Balance and Non-Physical Work Environment on Employee Performance with Job Satisfaction as a Mediating Variable a Study of CV. Syifani Assa Mandiri

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Article Info	ABSTRACT
Keywords: Employee Satisfaction and Work Performance, Non-Physical Work Environment, Work-Life Balance.	This research is motivated by the problem of decreasing employee performance at CV. Syifani Assa Mandiri which resulted in a decrease in the output produced by these employees. This research aims to determine the effect of work-life balance and non-physical work environment on employee performance through job satisfaction as a mediating variable. The number of samples used was 94 CV employees. Syifani Assa Mandiri. This type of research is quantitative research. The data used in this research is primary and secondary data, namely by distributing questionnaires via Google Form to CV employees. Syifani Assa Mandiri. The application used in data processing is lisrel 8.8. The analysis used is the Structural Equation Modeling (SEM) test. The results of this research are (1) Work-Life Balance partially has a positive and significant effect on job satisfaction, (2) Non-Physical Work Environment partially has an effect on employee satisfaction, (3) Work-Life Balance partially has no effect on employee performance, (4) Non-Physical Work Environment partially influences employee performance, (5) Partially there is an influence of Job Satisfaction on employee Performance, (6) Work-Life Balance has a positive influence through job satisfaction on employee performance, (7) Non- Physical Work Environment has a positive effect on performance through job satisfaction for CV employees. Syifani Assa Mandiri.
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INTRODUCTION

Human resources are the most important factor for a company's success. Employee performance is a key indicator in determining a company's effectiveness and competitiveness. However, various factors can cause a decline in employee performance, one of which is a lack of work-life balance. Many employees find it difficult to distinguish between work responsibilities and personal matters, which can lead to stress, fatigue, and decreased productivity. Lockwood (2003) in Asari (2022) states that a balance between work and personal life will keep employees productive. A global survey by Robert Walters also shows that work-life balance is one of the main things employees expect from a company. In addition to work-life

balance, non-physical work environment factors also influence employee performance. The non-physical work environment includes relationships between employees, relationships with superiors, and a harmonious work atmosphere. According to Sedarmayanti (2020), a conducive work environment can increase employee comfort and morale, thereby positively influencing performance.

Job satisfaction also plays an important role in determining employee performance. Employees who feel satisfied tend to work better. Research by Sjahruddin et al. (2022) shows that work-life balance has a positive effect on performance through job satisfaction as a mediating variable. Fitri (2021) expressed a similar finding, discovering that the non-physical work environment also affects performance through job satisfaction. Companies have made efforts to improve employee performance by providing adequate work facilities, creating a comfortable environment, and building a work culture that supports life balance. However, there has been a decline in performance in several areas that have not met expectations. This indicates the need for more attention in managing work-life balance and creating a better work environment.

Based on this description, this study was conducted to analyze the effect of non-physical work environments and work-life balance on employee performance. It is hoped that the results of this study can provide input for companies in improving employee satisfaction and performance so that organizational goals can be achieved optimally.

Employee performance is the result of a work process that has been planned and carried out by employees and organizations within a certain period of time. According to Mangkuprawira (2014) in Ritonga & Bahri (2022), performance describes what employees do or do not do that contributes to the organization, as seen from the quality and quantity of work completed in accordance with the responsibilities assigned. Job satisfaction, according to Afandi (2018) in Ayunasrah & Diana (2022), is a positive attitude of the workforce that reflects feelings and behavior towards the work being done as a form of responsibility in achieving important values at work. Compensation, as explained by Enny (2019), is a form of reward given to employees as recognition for their contributions and performance, playing an important role in maintaining welfare and being a strategic part of human resource management.

According to Sedarmayanti (2020), the non-physical work environment includes working relationships between superiors, colleagues, and subordinates that can create a comfortable working atmosphere, increase satisfaction, and have a positive impact on performance. Meanwhile, work-life balance, according to Lockwood (2003) in Asari (2022), is the balance between work and personal life that aims to increase job satisfaction, enthusiasm, and employee performance in carrying out their responsibilities to the company.

METHODS

This study uses quantitative research. Quantitative research is a research methodology based on positivism (Sugiyono, 2016 in Hidayat, 2021). This method is used to study a specific population or sample; samples are usually taken randomly. The purpose of data collection is

to test previously established hypotheses. Data collection is carried out using quantitative or statistical tools.

The population covers a broad scope, including various entities or individuals that have certain characteristics and properties, meaning that the population does not only include humans, but also objects and other elements, according to Sugiono in (Fajri et al., 2022). The population used was all employees of CV. Syifani Assa Mandiri, using the Slovin formula from a population of 123, with a sample size of 94 employees.

This study uses a number of approaches to collect the data needed for its investigation, namely: questionnaire data, observation, interviews, and literature study. The data sources used are primary data. According to (Nur Indrianto & Bambang Supono, 2013) in (Almaz Aulia Syafitri & Hidayat, 2023), primary data is research data that is sourced and obtained directly from the original source (not through an intermediary).

This research was conducted at CV. Syifani Assa Mandiri and the research period was from September 2023 to June 2024. This study used four dependent variables (Y) Employee Performance, mediating variables (Z) Job Satisfaction, and two variables Work-Life Balance, as well as non-physical work environment. The following is the research design:

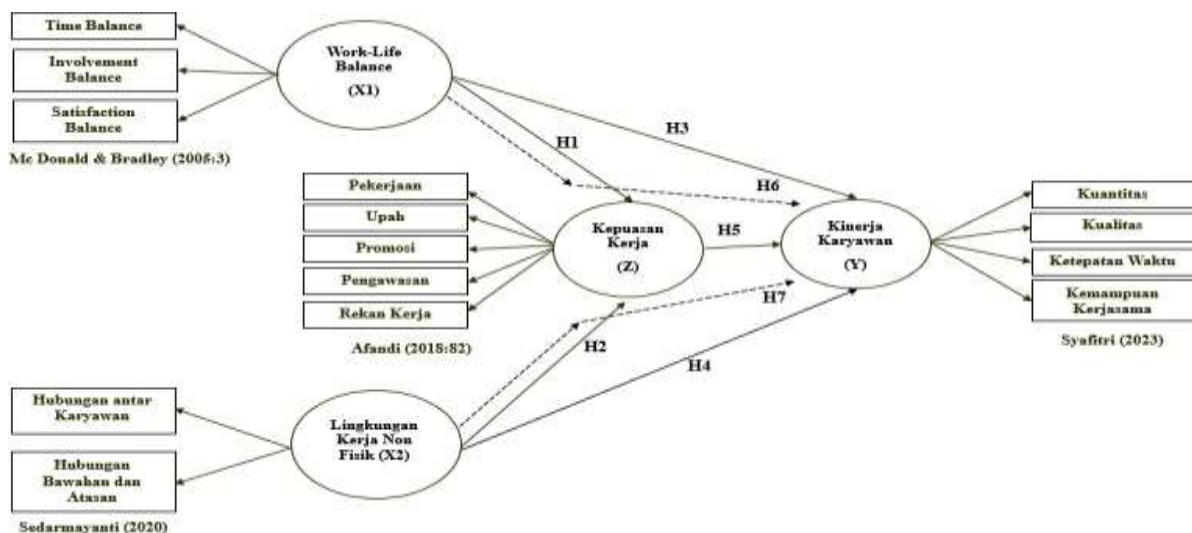


Figure 1. Conceptual Framework

Source: Data processed by the author, 2023

Variables Figure 1. These need to be operationalized to determine the type, indicators, and scale of variables involved in the study so that statistical tools can be used to test hypotheses correctly based on the research title. For a clearer understanding of the operational variables, see Table 1 below.

RESULTS AND DISCUSSION

1. Structural Method

Structural Equation Modeling (SEM), assisted by Lisrel version 8.80, was used to test the hypotheses of this study. Therefore, the Goodness of Fit criteria were used to assess the

suitability of the model in this study, whereby the fit must be evaluated using several criteria, including: The model is considered good if the RMSEA value is close to 1, and the GFI and AGFI values must also be close to 1 to indicate a good fit.

Table 1. Goodness Of Fit Measurements for All Variables

Variable	GOF indicator	Expected Size	Estimated Results	Conclusion
Absolute Fit Size				
Work-Life Balance	GFI	> 0,90	0,96	Good Fit
	RMSEA	< 0,08	0,072	Good Fit
	Incremental Fit Size			
	NNFI	> 0,90	0,98	Good Fit
	NFI	> 0,90	0,98	Good Fit
	AGFI	> 0,90	0,89	Marginal Fit
	RFI	> 0,90	0,95	Good Fit
	IFI	> 0,90	0,99	Good Fit
	CFI	> 0,90	0,99	Good Fit
	Absolute Fit Size			
Non-Physical Work Environment	GFI	> 0,90	0,99	Good Fit
	RMSEA	< 0,08	0,11	Marginal Fit
	Incremental Fit Size			
	NNFI	> 0,90	0,99	Good Fit
	NFI	> 0,90	0,95	Good Fit
	AGFI	> 0,90	0,88	Marginal Fit
	RFI	> 0,90	0,92	Good Fit
	IFI	> 0,90	0,99	Good Fit
	CFI	> 0,90	0,99	Good Fit
	Absolute Fit Size			
Job Satisfaction	GFI	> 0,90	0,95	Good Fit
	RMSEA	< 0,08	0,000	Good Fit
	Incremental Fit Size			
	NNFI	> 0,90	1,01	Good Fit
	NFI	> 0,90	0,98	Good Fit
	AGFI	> 0,90	0,91	Good Fit
	RFI	> 0,90	0,97	Good Fit
	IFI	> 0,90	1,00	Good Fit
	CFI	> 0,90	1,00	Good Fit
	Absolute Fit Size			
Employee Performance	GFI	> 0,90	0,93	Good Fit
	RMSEA	< 0,08	0,072	Good Fit
	Incremental Fit Size			
	NNFI	> 0,90	0,98	Good Fit
	NFI	> 0,90	0,96	Good Fit
	AGFI	> 0,90	0,87	Mar ginal Fit
	RFI	> 0,90	0,94	Good Fit
	IFI	> 0,90	0,99	Good Fit

CFI	> 0,90	0,99	Good Fit
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Source: Results of data processing using LISREL 8.80, 2024

The table above shows that some measures do not meet the requirements, but they are still close to the good fit criteria. Therefore, marginal fit can still be used for further analysis.

2. Validity Test

According to Hidayat (2021), validity testing is conducted to ensure that the instruments used in the research actually measure what they are supposed to measure. The purpose of this test is to determine whether there are questions in the questionnaire that need to be removed or replaced because they are considered inappropriate or irrelevant. The basis for decision-making in testing the validity of questionnaire items involves several specific criteria, namely:

- If the calculated r is positive and the calculated $r > \text{table } r$, then the variable is valid.
- If the calculated r is negative and the calculated $r < \text{table } r$, then the variable is invalid.

Validity testing was conducted using the Lisrel 8.8 application. The decision criteria for validity testing were observed by looking at the factor loadings. In general, statement items were declared valid if the factor loading was greater than 0.50.

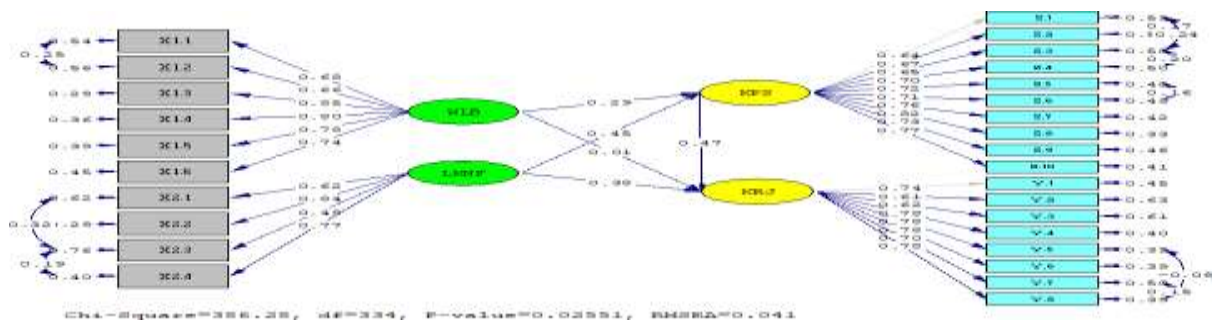


Figure 2. Hybrid Model (Full SEM) Standardized

Source: LISREL data analysis results, 2024

The data presented has undergone modification by removing items with values below 0.50. The validity test results show that all statement items in each construct have factor loading values exceeding 0.50. Thus, the validity test results of all statement items in each construct can be declared valid.

Reliability Test

Reliability testing to examine the ability of indicators to measure theoretical concepts. Variables will be considered reliable if the Composite Reliability Measure or Construct Reliability Measure (CR), often referred to as reliability, has a CR value of ≥ 0.7 . The Variance Extract Measure (VE) or variance extract must have a VE value of ≥ 0.5 .

Table 2. Variable Reliability Test

Variable	Construct Reliability (CR)	Varian Extracted (VE)	Test Results
Work-Life Balance	0,89	0,58	Valid and Reliable
Non-Physical Work Environment	0,86	0,62	Valid and Reliable
Job Satisfaction	0,91	0,51	Valid and Reliable
Employee Performance	0,89	0,62	Valid and Reliable

Source: LISREL data processing results, 2024

Hypothesis Testing

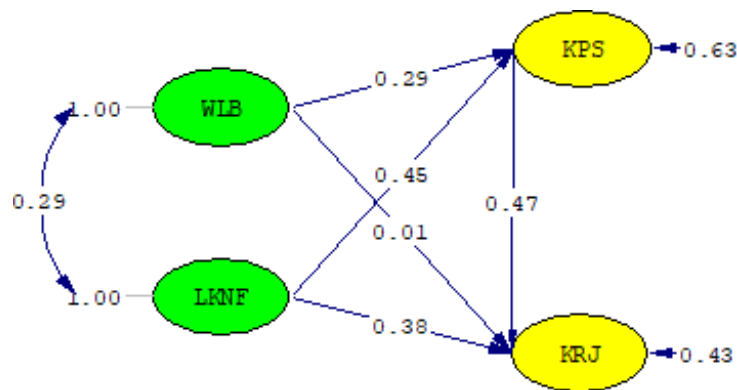


Figure 3. Structural Model Estimates Standardized Solution

Source: LISREL data analysis results, 2024

Structural Equations

$$\begin{aligned}
 KPS &= 0.29 \cdot WLB + 0.45 \cdot LKNF, \text{ Errorvar.} = 0.63, R^2 = 0.37 \\
 &\quad (0.11) \quad (0.12) \quad (0.20) \\
 &\quad 2.60 \quad 3.64 \quad 3.20 \\
 KRJ &= 0.47 \cdot KPS + 0.010 \cdot WLB + 0.38 \cdot LKNF, \text{ Errorvar.} = 0.43, R^2 = 0.57 \\
 &\quad (0.13) \quad (0.095) \quad (0.12) \quad (0.12) \\
 &\quad 3.50 \quad 0.11 \quad 3.27 \quad 3.69
 \end{aligned}$$

Figure 4. Structural Equations

Source: LISREL data analysis results, 2024

T-test

The T-test is used to assess the significance of independent variables on each dependent variable. The significance level used in this study is 5%. If the t-value is greater than the t-table value, it can be concluded that the two variables influence each other.

First hypothesis

Since the t-count is higher than the t-table, namely $2.64 > 1.96$, the effect can be considered significant. Therefore, partially, Work-Life Balance is proven to have a positive and significant effect on Job Satisfaction, so Hypothesis 1 (H_a) is accepted.

Second hypothesis

With a t-value greater than the t-table value, namely $3.65 > 1.96$, the effect is considered significant. Thus, it can be concluded that, partially, the Non-Physical Work Environment has a positive and significant effect on Job Satisfaction, so Hypothesis 2 (H_a) is accepted.

Third hypothesis

Based on the comparison of the t-count value, which is lower than the t-table value, namely $-0.11 < 1.96$, it can be concluded that the effect is not significant. Therefore, there is no evidence that the Work-Life Balance variable significantly or positively affects employee performance. Therefore, Hypothesis 3 (H_a) is rejected.

Fourth hypothesis

With a t-value greater than the t-table value, namely $3.27 > 1.96$, the effect is considered significant. Therefore, it can be concluded that, partially, the Non-Physical Work Environment has a positive and significant effect on Employee Performance, so Hypothesis 4 (H_a) is accepted.

Fifth hypothesis

With a calculated t-value greater than the table t-value, namely $3.69 > 1.96$, it can be concluded that the effect is significant. Therefore, partially, Job Satisfaction is proven to have a positive and significant effect on Employee Performance, so Hypothesis 5 (H_a) is accepted.

Sixth hypothesis

By obtaining a calculated F-value that is greater than the table F-value, namely $3.20 > 2.46$, the effect is declared significant. Thus, it can be concluded that Work-Life Balance has a positive and significant effect on Employee Performance through Job Satisfaction, so that Hypothesis 6 (H_a) is accepted.

Seventh hypothesis

The calculated f value is greater than the critical value, and the table f value is smaller, namely $3.69 > 2.46$, so it can be considered significant. Based on this, it can be concluded that the non-physical work environment has a positive and significant effect on employee performance through job satisfaction, or in other words, Hypothesis 7 (H_a) is accepted.

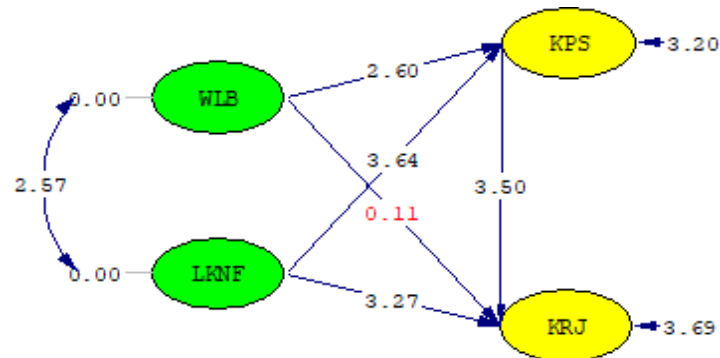


Figure 5. Structural Model Estimates T-Value

Source: LISREL data processing results, 2024

Table 3. Magnitude of Direct and Indirect Effects on Performance

Influence	Direct (L) Impact on Employee Performance	Indirect (TL) Through Job Satisfaction	Conclusion
Work-Life Balance and Employee Performance	(0,01)2100 = 1%	0,29 x 0,47 x 100 = 13%	TL>L (mediating)
Non-Physical Work Environment on Employee Performance	(0,38)2100 = 14 %	0,45 x 0,47 x 100 = 21%	TL>L (mediating)

Source: LISREL data processing results, 2024

1. The direct and indirect effects of work-life balance on employee performance

- The direct effect of work-life balance on employee performance is $(0.01)2100 = 1\%$.
- The indirect effect of work-life balance on employee performance is $0.029 \times 0.47 \times 100 = 13\%$.
- The above percentages indicate that work-life balance can improve work performance both directly and indirectly, with job satisfaction considered a mediating variable.

2. Direct and indirect effects of the non-physical work environment on employee performance

- The direct effect of the non-physical work environment on employee performance is $(0.38)2100 = 14\%$.
- The indirect effect of the non-physical work environment on employee performance is $0.45 \times 0.47 \times 100 = 21\%$.
- The above percentages show that the non-physical work environment can improve employee performance both directly and indirectly through job satisfaction, thus job satisfaction is a mediating factor.

CONCLUSION

The Effect of Work-Life Balance and Non-Physical Work Environment on Employee Performance with Job Satisfaction as a Mediating Variable a Study of CV. Syifani Assa Mandiri - Sri Wahyuningsih et al

Based on the results of the study, it can be concluded that Job Satisfaction (Z) is significantly influenced by the variables Work Life Balance (X1) and Non-Physical Work Environment (X2). Meanwhile, Work Life Balance (X1) does not have a significant direct effect on Employee Performance (Y). However, Non-Physical Work Environment (X2) shows a strong influence on Employee Performance (Y). In addition, because the indirect influence value is greater than the direct influence, it can be concluded that Job Satisfaction (Z) acts as a mediating variable between X1 and X2 on Y.

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