

The Influence of Work Facilities, Work-Life Balance and Work Discipline on Employee Performance with Job Satisfaction as an Intervening

Nurlaila¹, Nurul Asfiah¹, Eka Kadharpa Utama Dewayani¹

¹Universitas Muhammadiyah Malang, East Java, Indonesia

Corresponding author e-mail: nrila@webmail.umm.ac.id

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Abstract: This study aims to examine how job satisfaction mediates the relationship between work-life balance, work facilities, and work discipline on employee performance in Batu City Social Service employees. This study uses a quantitative approach. Sampling used total sampling, namely taking the entire population of 50 respondents. Data was collected through questionnaires, then processed and analyzed using Structural Equation Modeling (SEM) with the help of Partial Least Square 4.0. The results of the analysis showed that work facilities have no significant effect on job satisfaction and employee performance, work-life balance has a significant effect on job satisfaction and employee performance, work discipline has a significant effect on job satisfaction but not significantly on employee performance, and job satisfaction has no significant effect on employee performance. Job satisfaction cannot mediate the variables of work facilities, work-life balance and work discipline on employee performance. The contribution of these findings can help management to make decisions in implementing policies regarding employee discipline and programs that can support work-life balance to improve welfare and provide work facilities that support employee performance and satisfaction.

Keywords: Employee Performance, Work Discipline, Work Facilities, Work-Life Balance, Job Satisfaction

A. Introduction

In the dynamics of modern organizations, human resource management is an important determinant in achieving goals and maintaining operational efficiency to ensure sustainability. Qualified and productive human resources can make a significant contribution to improving organizational performance. In the midst of the ever-evolving dynamics of the work environment, organizations need to ensure that their employees are not only productive but also satisfied with their work. Because if employees feel satisfied at work, it will be accompanied by performance that continues to increase. Dewi & Krisnadi (2023) performance is the willingness of a person or group of people to carry out an operation and complete it according to their responsibilities with the expected results. Employee performance can either rise

or fall due to various factors such as work facilities, work-life balance, work discipline, and job satisfaction. This happens because, when employees feel that the facilities provided by the organization are sufficient and they can maintain a good work-life balance, and comply with discipline, this will have an impact on the creation of job satisfaction for employees so that the impact will lead to an increase in employee performance optimally and efficiently.

Fahmi & Ratnawati (2021) work facilities are facilities and infrastructure to serve employees in carrying out their activities. Adequate work facilities, such as a comfortable work environment, the availability of necessary work equipment, and supporting infrastructure, can affect employee performance in providing quality services to the community such as research conducted by (Pratiwi et al., 2019) that the more adequate work facilities provided by the company, the more employee performance will improve. Larasati et al., (2019) work-life balance is defined as stability between work life and life outside work. In a good work-life balance situation, employees can avoid excessive fatigue and stress and can enjoy quality time for their personal lives, which in turn can improve the quality of employee performance. In an effort to improve employee performance, work discipline is a crucial element to create an effective work environment. Work discipline is an attitude and behavior where employees are consciously and willingly following all the rules and norms set by the company (Sabaruddin & Marissa, 2018). Discipline not only includes compliance with rules and procedures, but also an attitude of professionalism in carrying out work. According to Prawira (2020) job satisfaction is an employee's feeling towards work activities related to his experiences and expectations. Asari (2022) states that if someone is satisfied with his job, he will like and be motivated to carry out the work and then his performance can be said to be very good. Job satisfaction will be created in employees when they feel that their needs are met through the facilities provided such as a comfortable workspace, adequate equipment, and a conducive atmosphere, so they will feel satisfied with the job and ultimately can have an impact on increasing employee productivity. Public sector organizations or government agencies are tasked with serving the needs of the community in accordance with their respective fields. One of the agencies tasked with serving the needs of the community in Batu City is the Batu City Social Service. The Batu City Social Service is one of the agencies that plays an important role in serving the community, improving the quality of services and developing human resources in Batu City through social assistance and training.

Essentially, the primary responsibility of the Social Service is to support the Mayor in managing the region's authority and assistance tasks related to the social sector. The Social Service Office, as one of the important pillars in Batu City government, has an important role in ensuring the quality and access of social services to people in need. In order to carry out this responsibility, the Social Service must be able to optimize the performance of employees who are the most valuable asset in the effort to provide quality services. To achieve this, the factors of the work environment and

human resource management must be carefully considered, especially regarding workplace facilities, a well-maintained work-life balance, and encouraging employee discipline through the right work culture and policies.

Table 1. Batu City Social Service Revenue Budget Realization Report 2023

Description	Budget	Realization	%
Operation Expenditure	Rp. 27.127.797.821	Rp. 20.683.245.409	76,24 %
Capital Expenditure	Rp. 37.133.000	Rp. 24.336.087	65,54 %
Total Expenditure	Rp. 27.164.930.821	Rp. 20.707.581.496,	76,23 %

Seen from table 1, the performance of employees at the social service of the city of stone tends to be good when viewed from the budget to carry out the remaining work programs, the work system applied to the social service of the city of stone is also classified as responsive. Facilities and conditions of the work environment at the Batu City Social Service based on the author's observations such as lighting, air exchange and security are good. It can be seen from the bright coloring of the room, there is an air conditioner that is quite cold, there are open windows that make the room enough light from outside and make the air exchange go well if the air conditioner cannot be used, there is CCTV in every corner of the Social Service office, and there are also facilities such as computers, printers, dispensers, public kitchens and prayer rooms that make it possible to facilitate employees. However, there are no special employee toilets, only public toilets. For discipline, the Batu City Social Service has implemented regulations that all employees must follow. However, in reality there are often some employees who do not comply with applicable regulations such as, coming to the office not on time and not being disciplined in using time at work. Judging from the low level of employee discipline, it is likely to have an impact on work-life balance. Because work time and time for personal life are not balanced. Poor work discipline can damage work-life balance in various ways, from stress and anxiety to reduced time for self and family. This situation is contrary to the expectation that employees should work optimally by having good discipline and work-life balance so that organizational goals can be achieved.

There have been many studies related to work discipline on the performance of Batu city social service employees. However, no one has conducted research using the variables of work facilities, work-life balance, and job satisfaction. The novelty of this research is thus to identify related employee performance issues through the lens of work facilities, work-life balance, and job satisfaction. The contribution of these findings can help management to make decisions in implementing policies regarding employee discipline and programs that can support work-life balance to improve welfare and provide work facilities that support employee performance and satisfaction. This is because if employees already feel the complete facilities provided by the agency, a good work balance, and can obey discipline, this will have an impact on the creation of job satisfaction which will spur optimal employee performance results. Based on this description, the study intends to examine how job

satisfaction mediation the relationship between work-life balance, work facilities, and work discipline on employee performance in Batu City Social Service workers.

Based on the explanation that has been given, researchers are interested in examining the influence of work facility variables, work-life balance, and work discipline on employee performance with job satisfaction as an intervening variable. This research focuses on employees of the Batu City Social Service. The hypothesis built is as follows:

- H1: There is a significant positive effect of Work Facilities on Job Satisfaction
- H2: There is a significant positive Work Facilities on Employee Performance
- H3: There is a significant positive Work-Life Balance on Job Satisfaction
- H4: There is a significant positive Work-Life Balance on Employee Performance
- H5: There is a significant positive Work Discipline on Job Satisfaction
- H6: There is a significant positive Work Discipline on Employee Performance
- H7: There is a significant positive Job satisfaction on employee performance
- H8: Work Facilities has an indirect effect on Employee Performance with Job Satisfaction as an intervening variable
- H9: Work-Life Balance has an indirect effect on Employee Performance with Job Satisfaction as an intervening variable
- H10: Work Discipline has an indirect effect on Employee Performance with Job Satisfaction as an intervening variable

B. Methods

This type of research used is explanatory research using a quantitative approach. Quantitative research methods are research methods based on the philosophy of positivism which are used to research on certain populations or samples, data collection using research instruments, data analysis is quantitative/statistical which aims to test predetermined hypotheses (Sugiyono, 2019). The population and samples used in this study were all employees of the Batu City Social Service. Information was collected through distributing questionnaires at the Batu City Social Service, with a return rate of 100% so that 50 respondents were obtained. Questionnaire is a data collection technique that is done by giving a set of questions or written statements to respondents to answer (Sugiyono, 2019). Data were analyzed with a Structural Equation Model (SEM) through Partial Least Square 4.0.

C. Results and Discussion

Respondents in this study were employees of the Batu City Social Service. A total of 50 respondents, the majority of employees are male with the majority aged 41-50 years and the most dominant marital status is married. Meanwhile, the education criteria are dominated by Bachelor's degree and employee status is dominated by ASN who has worked >10 years.

Loading Factor Test

Table 2. Outer Loadings

Variable	Measurement	Outer Loading	Note
Work Facilities	WF 1	0,917	Valid
	WF 2	0,846	Valid
	WF 3	0,793	Valid
Work-Life Balance	WLB 1	0,853	Valid
	WLB 2	0,829	Valid
	WLB 3	0,824	Valid
Work Discipline	WD 1	0,831	Valid
	WD 2	0,750	Valid
	WD 3	0,844	Valid
	WD 4	0,744	Valid
Job Satisfaction	JS 1	0,740	Valid
	JS 2	0,756	Valid
	JS 3	0,708	Valid
	JS 4	0,759	Valid
	JS 5	0,761	Valid
Employee Performance	EP 1	0,857	Valid
	EP 2	0,927	Valid
	EP 3	0,944	Valid
	EP 4	0,842	Valid

The table above explains the outer loadings value of work facilities with three indicators from WF1 to WF3 are declared acceptable because the loading factor value is above 0.70. Likewise, the work-life balance variable, work discipline, job satisfaction and employee performance are declared valid because all indicators used exceed 0.70.

Table 3. Composite Reliability and Average Variance Extracted

	Cronbach's alpha	(rho_a)	(rho_c)	(AVE)
Work Discipline	0,806	0,826	0,871	0,630
Work Facilities	0,812	0,817	0,889	0,729
Employee Performance	0,915	0,917	0,940	0,798
Job Satisfaction	0,803	0,810	0,862	0,555
Work-Life Balance	0,784	0,785	0,874	0,698

From the explanation of the table above, each research variable has a number that exceeds 0.70. And the AVE value of each variable has a value above 0.50. Thus, the results of the analysis can be concluded that all variables are claimed to be reliable and convergent validity is considered good.

Discriminative validity is intended to assess whether a component index is valid or invalid. That is, with the basic assumption that the square of the AVE value is more

important than the most extreme relationship of the variable with different factors, then the variable has good discriminant legitimacy (effective).

Inner Model

Structural model analysis is carried out in order to determine the coefficient of determination (R Square) and hypothesis testing. The R Square value is intended to measure the level of variation in changes in independent variables. The higher the R-square value the better the proposed prediction model. The test results are shown in the following Table 4:

Table 4. R-Square

Construct	R Square	Adjusted R Square
Job Satisfaction	0,601	0,575
Employee Performance	0,645	0,613

The R² results for structural work facility items, work-life balance and work discipline on job satisfaction get a number = 0.601 or 60.1%. This means that the variability of job satisfaction can be explained by the constructs of work facilities, work-life balance, and employee discipline with a large influence of 60.1% and the rest is influenced by variables outside this study. R square on employee performance items = 0.645. This value proves that employee performance can be explained by facilities, work-life balance and work discipline by 64.5%, the rest is influenced by other factors outside this study. These results can be shown in Figure 1 below:

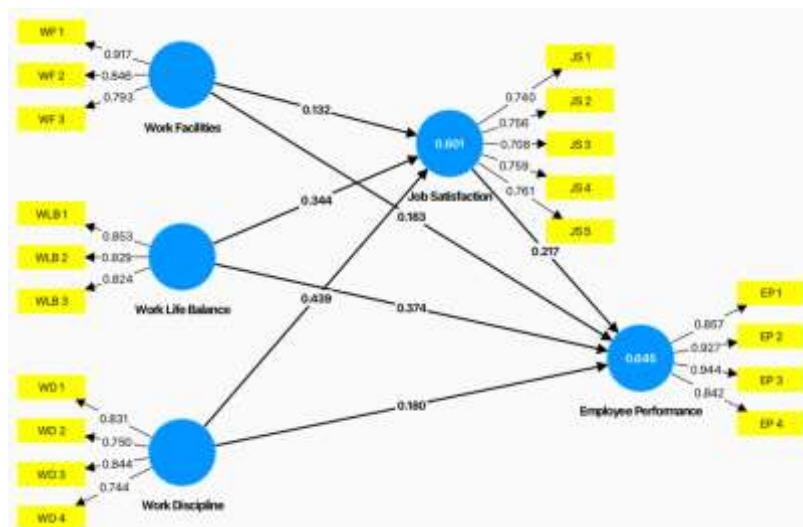


Figure 1. Structural Model

Hypothesis test

Hypothesis testing has two stages: direct effect hypothesis testing and indirect effect hypothesis testing. The hypothesis test path coefficients are shown in Figure 2 below:

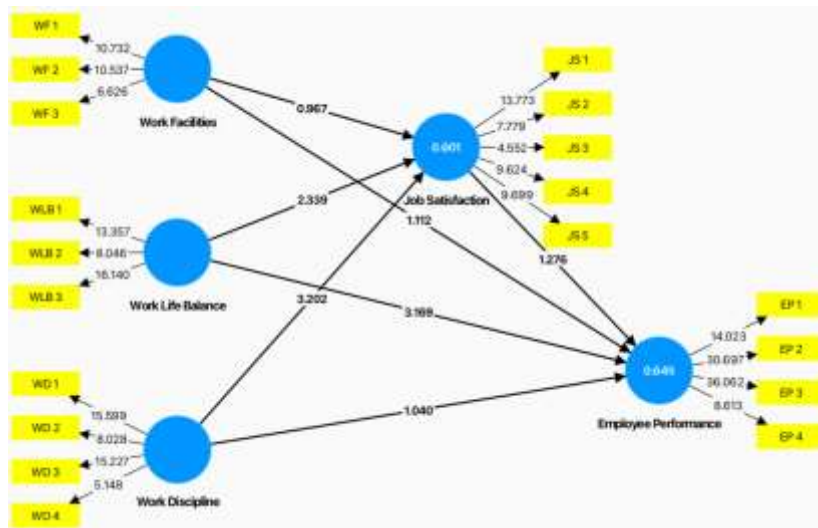


Figure 2. Loading Factor

The direct impact hypothesis test aims to directly (without mediation) prove the hypothesis of the effect of one variable on another. If the path factor value is positive, this means that the value of one variable increases, followed by the value of the other variable. If the path factor value is negative, this indicates that the path factor value will continue to increase. The value of one variable follows a decrease in the value of the other variable. For further explanation, the following table is shown:

Table 5. Direct Test Results

	Original Sample	Sample Mean	Standard Deviation	T-Statistics	P value
WF -> JS	0,132	0,168	0,137	0,967	0,334
WF -> EP	0,183	0,173	0,165	1.112	0,266
WLB -> JS	0,344	0,329	0,147	2.339	0,019
WLB -> EP	0,374	0,374	0,118	3.169	0,002
WD -> JS	0,439	0,437	0,137	3.202	0,001
WD -> EP	0,180	0,164	0,173	1.040	0,298
JS -> EP	0,217	0,224	0,170	1.276	0,202

H1: Work Facilities (WF) -> Job Satisfaction (JS)

showed an insignificant effect between (WF) and (JS) with a T-Statistic = 0.967 < 1.96 and a P-value of 0.334 > 0.05. Although high job satisfaction can increase employee motivation and engagement in work, other factors such as job responsibilities, career

development opportunities, or recognition of employee contributions may have a greater influence on satisfaction. The results of these findings are not in line with research conducted by (Putri et al., 2020 & Tanuwijaya et al., 2022) that work facilities significantly and positively affect employee job satisfaction.

H2: Work Facilities (WF) -> Employee Performance (EP)

showed an insignificant effect between (WF) and (EP) with T-Statistic = 1.112 < 1.96 and P-value 0.266 > 0.05. This may indicate that although adequate work facilities are an important factor in creating a good working environment, other factors such as leadership, motivation, or technical ability of employees may have a greater influence on employee performance. This finding is not in line with the study conducted by (Jufrizen & Hadi, 2021) If the facilities in the workplace are adequate, then employee performance will also increase. This finding is supported by other research conducted by (Hidayat et al., 2022) which states that employees will continue to do their jobs well regardless of the presence or absence of facilities used in the workplace.

H3: Work-life Balance (WLB) -> Job Satisfaction (JS)

Based on testing (WLB) on (JS), it shows a significant positive result as evidenced by T-Statistic = 2.339 > 1.96 and P-value 0.019 < 0.05. This finding indicates that employees who can achieve a balance between work-life and personal life tend to feel more satisfied with their jobs. There are several reasons why work-life balance contributes to job satisfaction. First of all, employees who can achieve work-life balance tend to experience lower stress levels. They have sufficient time for rest and recovery outside of working hours, which can improve their mental and physical well-being. In addition, work-life balance can also increase employee motivation and engagement. Puspitasari (2020) Employees who feel they have sufficient time to live their personal lives in balance with work tend to be more motivated and engaged in their work. They feel more energized to complete tasks well because they have an additional boost from the satisfaction gained from life outside of work. The results of this study are in line with previous research conducted by (Hasanudin & Pratama, 2023; Silaban & Margaretha, 2021) which explains that work-life balance is proven to have an influence on employee job satisfaction.

H4: Work-life Balance (WLB) -> Employee Performance (EP)

Based on testing (WLB) on (EP) shows significant positive results as evidenced by T-Statistic = 3.169 > 1.96 and P-value 0.002 < 0.05. These findings illustrate the importance of achieving a balance between work-life and personal life for employee performance in the work environment. Work-life balance refers to the ability of individuals to manage their time and energy in a balanced manner between work responsibilities and personal needs, such as family, health, and recreational activities (Ningsih & Hermiati, 2023). The finding that work-life balance significantly affects employee performance suggests that employees who are able to achieve this balance tend to perform better at work.

H5: Work Discipline (WD) -> Job Satisfaction (JS)

Based on testing (WD) on (JS), it shows significant positive results as evidenced by the T-Statistic = $3.202 > 1.96$ and P-value $0.001 < 0.05$. There is a significant positive influence between Work Discipline (WD) and Job Satisfaction (JS). This study is in line with research by (Hidayat et al., 2022; Junaedi & Digdowiseiso, 2023) Essentially, this indicates that employees feelings of job satisfaction increase with their amount of work discipline. This shows that the existence of discipline in carrying out work tasks has a close relationship with the level of satisfaction felt by employees towards their work. This finding can provide a deeper understanding for management in paying attention to the importance of building a culture of work discipline in the work environment to increase the level of employee job satisfaction, which in turn can contribute to improving overall company performance and productivity.

H6: Work Discipline (WD) -> Employee Performance (EP)

shows an insignificant influence between (WD) on (EP) with a T-Statistic value = $1.040 < 1.96$ and a P-value of $0.298 > 0.05$. This study found that there is no significant influence between Work Discipline and Employee Performance. This finding is supported by research conducted by (Irawan et al., 2021; Riwukore et al., 2022; Susanti et al., 2023) that work discipline does not significantly affect employee performance. However, it is not in line with (Arijanto & Wulandari, 2019; Wiranata et al., 2022) explain that employee discipline at work is proven to have a positive and significant effect on employee performance. However, it is important to remember that the existence of consistent and strong work discipline remains a factor that can affect various aspects of productivity and efficiency in an organization (Filliantoni et al., 2019).

H7: Job Satisfaction (JS) -> Employee Performance (EP)

showed an insignificant effect between (JS) and (EP) with a T-Statistic = $1.276 < 1.96$ and a P-value of $0.202 > 0.05$. This finding is in line with (Nabawi, 2019; Pratiwi & Fatoni, 2019) that the level of satisfaction in working for the company does not affect the resulting performance. While it is generally expected that employees who are satisfied with their jobs will tend to perform better, the results of the data analysis showed that this relationship was not significantly proven. Job satisfaction itself is a complex concept, which can be influenced by a variety of factors, including individual expectations, psychological needs, perceptions of fairness, and other situational factors. There are several possible explanations for this finding. First, there may be other factors beyond job satisfaction that are more dominant in influencing employee performance. Factors such as motivation, need for recognition, or career development opportunities may have a greater influence on employee performance than their level of job satisfaction. In addition, individual differences in perceptions and experiences of job satisfaction may also affect the results of this analysis. While some employees may feel satisfied with their jobs, their perceptions of what makes them satisfied and how it relates to their performance may vary. This

may obscure the relationship between job satisfaction and employee performance in the context of statistical analysis.

Table 6. Mediation Test Results

	Original Sample	Sample Mean	Standard Deviation	T-Statistics	P value
WF -> JS -> EP	0,029	0,038	0,046	0,618	0,536
WLB -> JS -> EP	0,075	0,072	0,069	1.086	0,277
WD -> JS -> EP	0,095	0,099	0,086	1.101	0,271

H8: Work Facilities -> Job Satisfaction -> Employee Performance

The results of the analysis prove that job satisfaction is not proven to mediate the effect of (WF) → (EP) shown sig 0.618 < 1.96 or P value 0.536 > 0.05. This finding indicates that Job Satisfaction does not play a role as a mediator between Work Facilities and Employee Performance. Study results by (Fikri et al., 2023; Hidayat et al., 2022) corroborate the research findings. These studies show that although having enough facilities makes work easier, having these facilities does not always improve performance. It is likely that other factors such as motivation, leadership, or career development opportunities can also affect employee performance more significantly.

H9: Work-Life Balance -> Job Satisfaction -> Employee Performance

The results of the analysis prove that job satisfaction is not proven to mediate the effect of (WLB) → (EP) shown sig 1.086 < 1.96 or P value 0.277 > 0.05. Based on these results that Job Satisfaction does not mediate the influence between Work-life Balance (WLB) and Employee Performance (EP). This finding is reinforced by research Prasetyo et al., (2022) that the effect of work-life balance is better directly on performance without going through job satisfaction. This suggests that although work-life balance can increase employee job satisfaction, it does not directly impact on improving employee performance. Other factors such as time management, organizational support, or task clarity can also have a greater influence on employee performance. This finding is not in line with Ingsih et al., (2022) who explained that job satisfaction is a variable that mediates the effect of work-life balance on employee performance.

H10: Work Discipline -> Job Satisfaction -> Employee Performance

The results of the analysis prove that job satisfaction is not proven to mediate the effect of (WD) → (EP) shown sig 1.101 < 1.96 or P value 0.271 > 0.05. Job satisfaction does not mediate the relationship between work discipline and employee performance. This study is in line with research by Sjahrudin et al., (2022) that job satisfaction in mediating the effect of work discipline on performance is not proven because employees' awareness of discipline directly affects their productivity. This indicates that although high work discipline might increase employee job satisfaction, it does not directly contribute to improving employee performance. A possible explanation is that other factors such as intrinsic motivation, technical

ability, or work environment may have a greater influence on employee performance than job satisfaction resulting from work discipline. However, it is not in line with Susbiyantoro et al., (2022) that job satisfaction as a variable that mediates the effect of work discipline on employee performance.

D. Conclusions

From this research it can be concluded that the relationship between factors such as work facilities, work-life balance, job satisfaction, and employee performance is a complex and interrelated phenomenon in the context of the work environment. Work facilities has no effect on employee satisfaction and performance. Work facilities are an important necessity to facilitate and help employees do their jobs. But apparently it does not make employees fixated on workplace facilities that whether or not work equipment is available, employees will continue to work as usual.

Work-life balance has a positive and significant on job satisfaction and performance. Employees can be more focused and productive at work when they have a healthy work-life balance, which can lead to higher performance and the development of employee satisfaction. Work discipline has a positive and significant on job satisfaction. Because disciplined employees tend to feel more satisfied with the results of their work, but work discipline has no effect on performance this is because employee performance is more likely to be formed due to the responsibility for the workload and goals that must be achieved. Job satisfaction has no effect on employee performance. Although job satisfaction is an important aspect of the work environment, the results of the analysis show that it does not necessarily contribute directly to improved employee performance. Work facilities, work-life balance, and work discipline have no effect on performance through job satisfaction. Even though work facilities are adequate, work-life balance has been fulfilled, and high work discipline has been implemented, allowing for a sense of satisfaction among employees, this apparently does not directly contribute to improving employee performance.

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