



## Worklife Balance to Employee Performance through Work Motivation and Job Satisfaction as a Mediation

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### Article Info

**ISSN (online):** 2583-6641

**Impact Factor (RSIF):** 8.56

**Volume:** 05

**Issue:** 03

**May-June 2026**

**Received:** 09-03-2026

**Accepted:** 08-04-2026

**Published:** 07-05-2026

**Page No:** 47-53

### Abstract

This study aims to analyze the influence of worklife balance on employee performance with work motivation and job satisfaction as a mediating variable in 5 cafes in Malang City where a population of 50 employees is used as a sample. Data were collected through questionnaire deployment and analyzed using the SEM-PLS method. The results of the hypothesis test show that all paths are significant. These findings show that good management of working conditions not only has an impact on improving performance directly, but also through increased motivation and job satisfaction, so that employee performance can be maintained more optimally and sustainably.

**Keywords:** Worklife Balance, Motivation, Job Satisfaction, Employee Performance

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### Introduction

The development of the service industry, especially the café sector, has shown a significant increase in recent years. This condition requires organizations to have human resources that are able to provide optimal performance to maintain competitiveness. In Malang City, as an education and tourism city, the growth of the food and beverage (F&B) industry is accelerating, so the need for labor, especially part-time employees, is also increasing. The characteristics of work in a café are very dynamic, such as flexible working hours, high customer interaction, and demands for fast and quality service, making employees in this sector face quite complex work pressures. This condition requires employees to be able to balance the demands of work and personal life. However, in practice, part-time employees often have difficulty maintaining that balance, especially since they also have other activities such as education or personal responsibilities. This imbalance can trigger work stress and fatigue which has an impact on decreased motivation and employee performance (Audiya Khilya Wardah & Helmi Haris, 2025) <sup>[6]</sup>; (Khandelwal & Shekhawat, 2018) <sup>[14]</sup>. In addition, limitations in managing work roles have the potential to increase role conflicts which ultimately affect employee work effectiveness (Ahmadzai *et al.*, 2024) <sup>[2]</sup>; (Huo & Jiang, 2023) <sup>[13]</sup>.

In line with these conditions, work motivation is an important psychological factor that determines how employees respond to job demands. Work motivation is an internal and external drive that leads employees to have the desire and enthusiasm to carry out their duties well (Mahimbo & Mtamike, 2025) <sup>[18]</sup>. Employees who have high work motivation tend to show better enthusiasm, responsibility, and productivity (Shoeb, 2021) <sup>[34]</sup>. Because motivation is an impulse that affects an individual's willingness to show effort, ability, and perseverance in carrying out work to achieve organizational goals (Olivia *et al.*, 2025) <sup>[26]</sup>. In the context of the café industry, work motivation is an important aspect because employees are required to provide fast, friendly, and quality service.

Job satisfaction is one of the key factors that play a role in determining the quality of employee performance and the effectiveness of the company (Shibeika, 2025) <sup>[33]</sup>; (Sutjitra, 2015) <sup>[36]</sup>, because it reflects an individual's evaluation of his or her overall work experience. In café employees, job satisfaction is not only influenced by material aspects such as compensation, but work flexibility, relationships between colleagues, and the ability to balance work demands with personal life are important. When employees feel a high level of job satisfaction, they tend to show better engagement in their work. This is reflected in the increased motivation to contribute to the achievement of organizational goals and maintain the quality of services provided

(Ali Ramadan Akhlif & Tham, 2021) <sup>[4]</sup>; (Nurbaya & Kristanto, 2025) <sup>[24]</sup>. Conversely, low job satisfaction can trigger decreased morale, increased emotional exhaustion, and reduced quality of interaction with customers. This condition shows that job satisfaction not only functions as a result of perceived working conditions, but also as an important mechanism that strengthens the relationship between work-life balance and employee performance.

Although work-life balance and work motivation have been widely studied in the human resource management literature, empirical findings regarding the relationship between these two variables and employee performance still show inconsistent results. Several studies have found that work-life balance has a positive and significant effect on performance (Mulugeta *et al.*, 2019) <sup>[22]</sup>; (Olivia *et al.*, 2025) <sup>[26]</sup>; (Shaari *et al.*, 2022) <sup>[32]</sup> while in other studies it showed an insignificant influence (Hakim, 2023) <sup>[12]</sup>; (Sutanto *et al.*, 2024) <sup>[35]</sup>. These differences in results indicate that the relationship between work-life balance and performance is not simple, but involves psychological mechanisms, namely the role of work motivation and job satisfaction as mediating variables. In addition, studies that specifically examine part-time employees in the café industry are still relatively limited, even though the characteristics of flexible and dynamic work have the potential to give rise to different work-life balance dynamics compared to other sectors. Therefore, this study is important to fill this gap by empirically examining the role of work motivation and job satisfaction in bridging the influence of work-life balance on employee performance, so that it is expected to be able to provide a more comprehensive understanding as well as a practical contribution to human resource management

## Literature Review

### Work Life Balance

Work Life Balance (WLB) is a condition of balance between the demands of work and a person's personal life, so that the two can run harmoniously without excessive role conflicts (abdul Rahman). Next (Rachmadani & Herachwati, 2025) <sup>[29]</sup> states that the condition in which the individual is able to achieve a balance in terms of time, engagement, and satisfaction between work and non-work roles. This balance allows individuals to carry out work roles without neglecting their personal and social needs. In addition, a good work-life balance helps reduce work stress as well as improve the psychological well-being of individuals. Thus, individuals who have an optimal work-life balance tend to be more productive, focused, and able to show better performance in their work in the organization. Indicators of work life balance according to (AlHazemi, 2016) <sup>[3]</sup> including: (1) Family work conflicts (2) Time balance and roles (3) Workload management and organizational support (4) Family support roles and personal factors (5) Influence of a supportive work environment. Meanwhile, according to (Farheen & Omar Ahmed Shaikh, 2025) <sup>[9]</sup> among others: (1) Flexible working hours (2) Organizational support (3) A feeling of subjective balance (4) Reduction of excessive workload. This shows that work-life balance is not only related to time management, but also involves organizational support, family, and work environment conditions. The better the management of these aspects, the less role conflicts can be minimized and employee welfare increases. This condition will ultimately encourage an increase in employee motivation and optimal performance. In addition, the flexibility and support of the

organization maximizes the organization can help employees tailor the demands of the job to their personal needs (Okolie *et al.*, 2024) <sup>[25]</sup>. So when organizations are able to provide a supportive work environment, employees tend to have lower stress levels and higher work engagement. Thus, the implementation of an effective work-life balance is an important strategy in improving employee performance in a sustainable manner.

### Work Motivation

Work motivation is an internal and external drive that influences individual behavior in carrying out work to achieve organizational goals. In addition, work motivation is also a psychological process that can explain a person's intensity, direction, and perseverance in achieving goals and the use of strategies to achieve optimal results (Locke & Latham, 2002) <sup>[17]</sup>. Work motivation plays an important role in determining how much effort an individual puts into completing the tasks for which he or she is responsible and that the company can increase employee motivation to support the achievement of the company's goals (Saputra & Asron, 2025) <sup>[31]</sup>. Employees who have high motivation tend to show better work morale, commitment, and perseverance compared to employees who have low motivation. In addition, work motivation also affects the quality and quantity of work output, as individuals will be driven to achieve higher performance standards. Strong motivation is also able to encourage employees to adapt to the demands of work and deal with work pressure more effectively, so this contributes positively to improving performance (Fatoni *et al.*, 2024) <sup>[10]</sup>. Conversely, low work motivation can lead to decreased performance, lack of responsibility, as well as increased absenteeism and turnover rates.

To understand work motivation more deeply, it is necessary to explain the elements that make up this motivation. Work motivation according to (Locke & Latham, 2002) <sup>[17]</sup> consists of several main elements that are interrelated, namely (1) Goals (2) Commitment to goals (3) Self-confidence (4) Strategy and planning (5) Incentives and (6) Feedback and reinforcement. Meanwhile, according to (Shoeb, 2021) <sup>[34]</sup> among others, L (1) justice (2) equality (3) consensus (4) identification (5) leadership (6) rewards and incentives. The stronger the relationship between needs, motivations, and goals, the higher the level of work motivation that individuals have. This will have an impact on increasing work morale, perseverance, and the quality of the performance produced.

### Job Satisfaction

Job satisfaction is an emotional state that reflects an employee's feelings of pleasure or displeasure with their work as a result of an evaluation of their work experience (Fahri *et al.*, 2025) <sup>[8]</sup>. This satisfaction arises when there is a match between individual expectations and accepted working conditions, both from the aspect of the work itself and the work environment. In addition, job satisfaction is not only related to material aspects such as salary, but also includes psychological aspects such as recognition, employment relationships, as well as opportunities or opportunities for employees to continue to develop to a better level. Employees who have a high level of job satisfaction tend to show a positive attitude, loyalty, and better performance, so job satisfaction is an important indicator in human resource management. The indicators of job satisfaction (Trinh *et al.*, 2023) <sup>[39]</sup>: (1) Wages (2) Employee benefits and facilities (3)

Training and promotion opportunities (4) Working conditions (5) Employment relationships in the environment (6) Job characteristics (7) Work autonomy. This shows that job satisfaction is formed from various aspects that are interrelated in shaping employees' perception of their work.

### Employee Performance

Employee performance is the result of individual work in carrying out tasks and responsibilities in accordance with the standards set by the organization. Through an effective performance management system, organizations can continuously measure and monitor employee performance to ensure the achievement of individual goals is aligned with the organization's goals (Samwel, 2018) <sup>[30]</sup>. In the perspective of human resource management, employee performance reflects the level of individual contribution to the achievement of organizational goals (Meinitasari & Chaerudin, 2022) <sup>[20]</sup>. Therefore, performance is an important indicator in assessing the success of the organization in managing human resources optimally. High-performing employees are shown to have positive and adaptive work behaviors, which include demonstrating high productivity, discipline, and adaptability to dynamic job changes and demands (Khudadad, 2025) <sup>[15]</sup>. In the context of the service industry such as cafés, employee performance has a very crucial role because it is directly related to the quality of service provided to customers. Performance indicators according to not only are measured: (1) quantity aspects, (2) punctuality, (3) quantity, (4) accuracy in completing tasks according to company standards. (Meinitasari & Chaerudin, 2022) <sup>[20]</sup>, and (5) Cooperation and (6) Attendance (Rizki Amalia Putri *et al.*, 2023) <sup>[28]</sup>. Therefore, improving employee performance needs to be a major concern through the management of factors that affect it, such as work motivation and work-life balance, so that performance can be improved on an ongoing basis. In addition, employee performance is also influenced by supportive work environment conditions and a management system that is able to facilitate employee needs optimally. Employees who work in a conducive environment tend to have higher levels of focus and work engagement. Thus, motivation and policies set in the organization have an important role in creating an effective and efficient work atmosphere, so that employees can make their best contribution to the organization (Tasya *et al.*, 2024) <sup>[37]</sup>.

### Hypothesis Development

#### Work life balance to performance

Work-life balance is an individual's ability to balance the demands of work and personal life so that it is able to minimize role conflicts. In a theoretical perspective Job Demands-Resources (JD-R), work-life balance can be seen as a resource (resources) that helps individuals manage work pressure, thereby increasing energy, focus, and work effectiveness. Employees who have a good work-life balance tend to have a more stable physical and psychological condition, so they are able to complete work more optimally. Conversely, an imbalance between work and personal life can lead to fatigue, stress, and decreased work productivity. For café businesses, which generally work with shift systems, flexible working hours, and face high levels of customer interaction, a work-life balance is a very important factor. Dynamic and often erratic working conditions have the potential to cause fatigue and stress if not balanced with a good work-life balance. Therefore, effective human resource

management is key in creating working conditions that support this balance, so that employees are able to maintain optimal performance. Human resource management needs to ensure flexible work policies, organizational support, and a conducive work environment so that employees can work productively without neglecting personal needs. A number of previous studies have shown that worklife balance affects employee performance (Ahmaddien, 2023) <sup>[1]</sup>; (Mezaluna *et al.*, 2024) <sup>[21]</sup>; (Nugroho, 2025) <sup>[23]</sup>.

#### Work-life balance to work motivation

Work-life balance not only has an impact on the physical and psychological condition of employees, but also plays a role in increasing work motivation. In the framework Self-Determination Theory, the fulfillment of individual needs such as comfort, autonomy, and life balance will encourage the emergence of intrinsic motivation. Employees who are able to maintain a work-life balance will feel more comfortable, have enough energy, and have a stronger drive to work optimally. This condition makes employees more focused on completing tasks and have a higher commitment to their work. In addition, a good balance helps employees reduce work pressure so that they are able to maintain their work morale in the long term. Motivated employees also tend to show greater initiative and responsibility in carrying out their roles. This ultimately has an impact on improving the quality of work and effectiveness in achieving organizational targets. Thus, work-life balance is a strategic factor that is able to strengthen employee work motivation in a sustainable manner. When employees are able to manage the demands of their work and personal lives well, they tend to feel more motivated in carrying out their duties. For this reason, it is very important to understand work-life balance as a psychological foundation that determines the high and low work motivation of employees. This is in line with research conducted by (Arifian & Sujoko, 2026) <sup>[5]</sup>; (Rayona & Purnamarini, 2025) <sup>[27]</sup>.

#### Work motivation for employee performance

Work motivation is the driving force that determines how much effort employees put into completing their tasks and responsibilities. Highly motivated individuals tend to show better quality and quantity of work, and perseverance in dealing with job demands. For café employees, work motivation is very important because job characteristics demand speed, accuracy, and direct interaction with customers. Motivated employees will be more agile in serving, able to maintain a friendly attitude, and stay focused despite facing high work pressure. This condition shows that work motivation plays a role as the main factor that determines the quality of service as well as the performance of employees in the service sector. In addition, the café's dynamic work environment, with its shift system and fluctuating customer volumes, demands employees to have high work endurance and performance consistency. Employees with strong work motivation tend to be more adaptable, able to maintain emotional stability, and remain productive in various work situations. On the other hand, low motivation can trigger a decrease in service quality, a lack of initiative, and inefficiencies in getting work done. So motivation is one of the keys that affect employee performance, where increasing motivation will have a positive impact on the productivity and effectiveness of individual and organizational work. The statement is in line

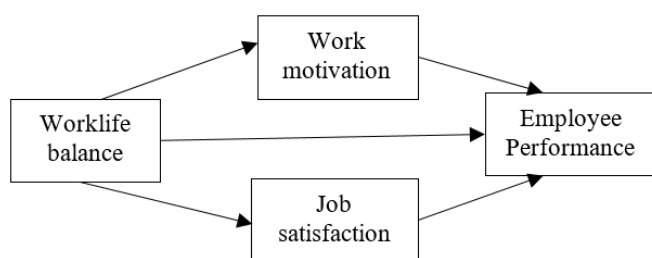
with research conducted by (Nusraningrum *et al.*, 2024) [25]; (Thang & Nghi, 2022) [38].

**Worklife balance to job satisfaction**

Work-life balance reflects the ability of individuals to manage the demands of work and personal life in a balanced manner so as to minimize role conflicts and work pressures. When employees have a good balance, they tend to feel more comfortable, emotionally stable, and have a positive perception of their work. This balance allows employees to meet personal needs without interfering with job responsibilities, thus creating a sense of satisfaction with the work undertaken. Furthermore, with a flexible and dynamic work system, the ability to maintain this balance becomes increasingly important in determining the level of job satisfaction. The better the work-life balance an employee has, the more likely it is to create high job satisfaction. This condition will strengthen the sense of comfort at work and reduce emotional fatigue which can reduce employee job satisfaction. Employees who are able to manage work-life balance also tend to have a more positive attitude towards their work. Some of the studies that are in accordance with the above statement are (Buba *et al.*, 2024) [7]; (Gaur & Tarkar, 2025) [11]; (Mharchelya *et al.*, 2024) [19].

**Job satisfaction with employee performance**

Job satisfaction describes the extent to which employees feel the compatibility between expectations and accepted working conditions, thus forming a positive attitude towards their work. With optimal work efficiency, employees will show higher work involvement, responsibility for their work. In addition, it can also encourage individuals to work well and maintain the quality of work results to remain in accordance with the expected standards. Furthermore, job satisfaction also plays a role in building employee commitment to the organization, which is reflected in the willingness to contribute optimally in every work activity. This shows that job satisfaction has an important role in improving quality and has an impact on improving employee performance. In an organization, consistent service, effective communication are needed, so job satisfaction is an important determinant in maintaining the quality of employee performance. This shows that job satisfaction has a direct role in shaping performance stability, especially in jobs that are highly dependent on the quality of services that can be provided to the organization. So the main key in improving the overall performance of employees in the organization. Organizations that want to improve their employee performance must pay attention to and improve job satisfaction as a key component of a human resource management strategy. In this regard, it is in accordance with the statement (Lilo & Ardiansari, 2025) [16]; (Pasaribu, 2024) [27].



**Fig 1:** Research Model

**Research Methodology**

This study uses a quantitative approach with an explanatory research design, which aims to test the causal relationship between variables. The population in this study consists of 3 cafes in Malang City which include: (1) Fore Coffee consisting of 10 employees (2) K70 Kopi Rumah Eyang with 10 employees and (3) Kopi Langit OJB Malang consisting of 10 employees (4) Nogo Keling café consisting of 10 employees (5) Kopi Jaya with 10 employees. So the total number of employees for the three cafes studied is 50 employees who will later be used as an analysis unit. While the variables are (1) Worklife balance with indicators (AlHazemi, 2016) [3] and (Farheen & Omar Ahmed Shaikh, 2025) [9] among others: (a) Balance of time and roles (b) Workload management (c) Flexible working hours (d) Organizational support. (2) Work motivation variables (Locke & Latham, 2002) [17] The indicators consist of: (a) Goals (b) Commitment to goals (c) Self-confidence (d) incentives. While (3) job satisfaction (Trinh *et al.*, 2023) [39]: (1) Wages (2) Employee benefits and facilities (3) Working conditions (4) Employment relationships and (4) Employee performance variables (Meinitasari & Chaerudin, 2022) [20] with indicators: (a) quantity (b) punctuality (c) quality and (d) precision in completing the work.

**Data Analysis and Statistical Methods**

**Validity and Reliability Tests**

**Validity Test**

The validity test in this study was carried out through an evaluation of the outer model by assessing convergent and discriminant validity. The assessment is based on the value of the loading factor which shows the relationship between the indicator and the latent construct being measured. An indicator is declared to meet the validity criteria if it has a loading factor value above 0.70, provided that the Average Variance Extracted (AVE) value exceeds 0.50 (Hair *et al.*, 2017). The results of the outer model using Smart PLS are as follows:

**Tabel 1:** Loading Factor

Variabel	Dimention	Loading Factor	Information
Worklife balance	WLB1	0.762	Valid
	WLB2	0.786	Valid
	WLB3	0.885	Valid
	WLB4	0.806	Valid
Work motivation	MK1	0.872	Valid
	MK2	0.900	Valid
	MK3	0.923	Valid
	MK4	0.952	Valid
Job satisfaction	KK1	0.848	Valid
	KK2	0.751	Valid
	KK3	0.848	Valid
	KK4	0.865	Valid
Employee Performance	KIN1	0.838	Valid
	KIN2	0.810	Valid
	KIN3	0.748	Valid
	KIN4	0.895	Valid

Source: Data analysis results with PLS

Table 1 shows that most of the loading factor values are  $\geq 0.5$  for each indicator, so all indicators are valid. As for the value of the construct validity, it is stated that the average variance extracted (AVE) shows a value of  $\geq 0.5$ . Here is the AVE table:

**Table 2:** Average Variance Extracted (AVE)

Dimension	AVE	Information
Worklife balance	0.658	Valid
Work motivation	0.832	Valid
Job satisfaction	0.688	Valid
Employee performance	0.658	Valid

Based on the table, it is shown that the AVE value of each variable  $\geq$  from 0.5.

### Discriminant Validity

That is, comparing the AVE value of a construct must be higher than the correlation between the latent variables, or by looking at the cross loading value as follows:

**Table 3:** Cross Loading

	Job Satisfaction	Performance	Work Motivation	Work Life Balance
Kin1	0,650	0,838	0,799	0,469
Kin2	0,541	0,810	0,571	0,530
Kin3	0,602	0,748	0,483	0,589
Kin4	0,719	0,895	0,590	0,653
Kk1	0,848	0,643	0,658	0,539
Kk2	0,751	0,406	0,474	0,443
Kk3	0,848	0,682	0,537	0,465
Kk4	0,865	0,750	0,560	0,526
Mk1	0,557	0,576	0,872	0,417
Mk2	0,605	0,597	0,900	0,469
Mk3	0,641	0,737	0,923	0,580
Mk4	0,652	0,778	0,952	0,653
Wlb1	0,400	0,371	0,463	0,762
Wlb2	0,560	0,430	0,346	0,786
Wlb3	0,505	0,585	0,505	0,885
Wlb4	0,471	0,736	0,577	0,806

Based on the table above, in this study it can be said that it has valid discriminant validity.

### Reliability

Reliability indicates that the construct is said to be reliable, if Cronbach's alpha value  $\geq$  0.6 and the Composite reliability value  $\geq$  0.7. Here are the results of the analysis:

**Table 4:** Composite Reliability dan Cronbach's alpha

Variabel	Cronbach's Alpha	Composite Reliability	Test Result
Worklife balance	0.849	0.598	Reliabel
Work motivation	0.841	0.894	Reliabel
Job satisfaction	0.933	0.952	Reliabel
Employee performance	0.828	0.885	Reliabel

All constructs are reliable because they are above 0.6 and the Composite reliability value  $\geq$  0.7, so all constructs are reliable Inner Model Evaluation

The relationships between variables in the structural model were analyzed using an inner model approach, with hypothesis testing carried out through the bootstrapping technique. The test results are shown as follows:

### Hypothesis test

Table of path coefficients to see the results of the T-statistics below:

**Table 5:** Path coefficient

	Original Sample	P-Value	Information
WLB $\rightarrow$ Work Motivation	0.953	0.000	Significant
Work Motivation $\rightarrow$ Performance	0.338	0.004	Significant
WLB $\rightarrow$ Performance	0.244	0.013	Significant
WLB $\rightarrow$ Job Satisfaction	0.597	0.000	Significant
Job Satisfaction $\rightarrow$ Performance	0.392	0.001	Significant

Based on the results of the analysis, it shows that all paths show significant values, meaning that all hypotheses are accepted.

### Discussion

#### Work life balance to performance

The results of the analysis show that worklife balance has a significant effect on employee performance, which indicates that employees' ability to balance the demands of work and personal life is an important factor in determining the quality of performance. In café employees with fast work rhythms and high service demands, this condition can be seen from the ability to maintain service quality, work accuracy, and resilience in the face of operational pressure. The balance of time and roles allows employees to divide their attention proportionally between work and personal needs, in addition to the need for good workload management so that they can maintain work consistency, especially in the face of the fast and demanding rhythm of café work and physical and mental resilience. The support role of the organization will strengthen the ability of employees to maintain stable performance. These findings confirm that worklife balance is not just an aspect of welfare, but a strategic factor that directly determines the quality of employee performance in the face of dynamic work demands.

#### Worklife to work motivation

Worklife balance has a significant effect on work motivation, this shows that the better the ability of employees to balance work and personal life, the stronger their motivation to work optimally. The influence of work-life balance on work motivation is not only reflected in the work done, but also can be seen from how employees manage daily work demands which are formed through the ability to manage the workload proportionally so as not to cause excessive pressure. For café employees, this time balance is very important because it is related to how employees can overcome the pressure due to work schedules so that they can be arranged in such a way that work can be carried out properly. Good communication and a conducive work environment will strengthen motivation because employees feel cared for by their workplace and this is one of the supports provided to employees. Furthermore, the relationship between work-life balance and work motivation can be understood from the working conditions felt by employees in carrying out daily tasks. When job demands can be controlled proportionately, employees tend to have better energy and readiness at work.

#### Motivation for Employee Performance

The findings of the study indicate that work motivation has a significant influence on employee performance, illustrating that the level of motivation from employees determines the

quality of work results achieved. High work motivation is reflected through increased work intensity, perseverance in completing tasks, and the ability to maintain consistency with set work standards. In café employees, this condition can be seen from the speed in serving customers, accuracy in carrying out work procedures, and the ability to maintain a professional attitude in crowded work situations, if done well, it will give rise to initiative and responsibility for optimal work which will ultimately have an impact on employee performance. Clarity of goals helps lead employees to focus more on work and determine work priorities more effectively. In addition, confidence in one's ability to complete tasks also strengthens the drive to work optimally. It can be concluded that with clear goals and strong self-confidence is an important basis in forming consistent work motivation and has an impact on performance improvement.

### Worklife balance to job satisfaction

The findings of the study show that work-life balance has a significant effect on employee job satisfaction. Time management and more controlled work demands make work activities not feel excessive. Employees can carry out tasks without having to sacrifice needs outside of work, so that work is carried out more comfortably and does not cause excessive pressure. Conditions like this make it easier for employees to accept their jobs and maintain consistent work quality. A situation that is not managed properly makes work feel stacked and unmanageable, which in turn affects the way employees view their work. In café work, job satisfaction is often formed from how employees feel comfortable in carrying out daily roles and the ability to maintain a balance of activities outside of work. This shows that work-life balance plays a role in shaping job satisfaction through work experiences that are directly felt by employees

### Job Satisfaction to Employee Performance

The findings of the study indicate that job satisfaction has a significant effect on employee performance. A positive assessment of work is reflected in the way employees carry out their duties more purposefully, maintain the quality of work results, and be consistent in meeting the set standards. Job satisfaction makes employees not only complete work, but also pay attention to detail and precision in every work activity. Employees at the café can be seen from the ability to maintain service quality, accuracy in carrying out tasks, and readiness to face changing work situations. Work conditions that do not provide satisfaction are often reflected in decreased consistency in work, and unstable service quality. Related to this, job satisfaction is a factor that has a direct effect on the quality of employee performance, especially in jobs that require service standards that are well maintained.

### Conclusion

This study aims to examine the influence of Worklife balance on employee performance by mediating work motivation and job satisfaction. The respondents in this study were 40 employees in 4 cafes in the city of Malang. Data collection was carried out through the distribution of questionnaires to all respondents according to the indicators of each research variable. The results of the study show that all research paths are significantly influential. Café managers should pay more attention to regulating working conditions that allow employees to continue to carry out their work without feeling burdened, for example through more regular and flexible

work scheduling and proportional division of tasks. In addition, it is important to create a supportive work environment, both through open communication and attention to employee needs, so that it can keep motivation and job satisfaction stable. For the next researcher, it is recommended to develop a research model by adding other relevant variables or expanding the research object to get an overall picture of the factors that affect employee performance

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#### How to Cite This Article

Liana Y, Rachmania B. Worklife balance to employee performance through work motivation and job satisfaction as a mediation. *International Journal of Management and Organizational Research*. 2026;5(3):47-53.

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