



Model of the influence of training, compensation, and work-life balance on employee performance with job satisfaction as an intervening variable

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ABSTRACT

This study aimed to analyze the influence of training, compensation, and work-life balance on employee performance with job satisfaction as an intervening variable. A quantitative explanatory design was used, and data were obtained from respondents through a structured Likert-scale questionnaire. Structural equation modeling was applied to examine the causal relationships among all variables. The findings showed that training, compensation, and work-life balance had a significant positive effect on job satisfaction. The results also revealed that job satisfaction had a significant positive effect on employee performance. Furthermore, job satisfaction partially mediated the influence of training and compensation on employee performance and fully mediated the effect of work-life balance on employee performance. These findings indicated that organizations that provided adequate training, fair compensation, and supportive work-life balance created higher levels of job satisfaction, which in turn enhanced employee performance. This study offered meaningful insights for organizations seeking to improve productivity through the development of effective human resource management practices.

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INTRODUCTION

Human resources are a key element within an organization, referring to the individuals or employees who contribute to it. Employees play a crucial role in realizing the company's vision, mission, and goals, as they carry out various activities crucial to the organization's success. Employees are an asset to every organization, as ensuring the achievement of organizational goals is a reflection of their work (Wahyudin dkk., 2025a). Similarly, in a company serving customers, there are also employees who work and carry out various activities within the company. Customer service is a crucial sector that determines the quality of life for the community. Companies, as service providers, play a strategic role in providing effective, efficient, and high-quality services. However, the company's success depends heavily on the performance of each employee (Gusti Ayu Paramita ISMAYA dkk., t.t.).

A significant element in boosting the quality of employees is the provision of job training. According to, job training aims to enhance employees' abilities, knowledge, and skills so they can work effectively and efficiently. Explain that indicators of job training include objectives, materials, types, methods, timing, as well as the qualifications of trainers and employees (Kiftiyah & Al Banin, 2023). The characteristics of company strengthen the relevance of the research context because the company has organizational conditions that align with the variables and the proposed relationship model. Company with a work structure that demands consistent employee performance, accompanied by the implementation of training, compensation, and work-life balance management systems that directly influence employee job satisfaction and performance.

Furthermore, Company has a relatively stable employee base and management system, allowing for objective and representative measurement of variables. These conditions make company a relevant empirical context for testing the relationships between the independent, intervening, and dependent variables in the proposed research model. The characteristics of company not only support data availability but also strengthen contextual validity in testing the relationship model between variables.

However, low employee awareness in participating in training programs may lead to suboptimal implementation, which in turn negatively affects the overall quality of organizational performance. Apart from job training, work-life balance (WLB) serves as an important determinant of performance, which refers to employees' ability to handle both career obligations and private roles in a well-proportioned way. The inability to maintain such balance may reduce employees' focus, engagement, and work effectiveness (Sabiila dkk., t.t.).

Employee performance describes a worker's output in completing their assigned work, both in terms of quality and quantity. This achievement encompasses the employee's level of success in completing tasks assigned by the company. Furthermore, employee performance plays a crucial role as a primary benchmark for companies to conduct evaluations, ensure operational effectiveness, and support overall business sustainability (Riyanto dkk., 2021). Therefore, the workforce plays a crucial role in carrying out various company activities. The potential of each individual within the company needs to be maximized to produce optimal several.

Factors influencing employee performance can be explained through Social Exchange Theory. This theory explains that social interactions between individuals or groups are based on the reciprocal exchange of sacrifices and benefits. The principle is that social relationships are formed when there is reciprocity (Alfarizy dkk., 2025). If employees feel supported or benefited by the company, they will be motivated to give their best to the company as a form of reciprocity (Mudhofir & Surabaya, t.t.). According to Social Exchange Theory, the relationship between work-life balance, job satisfaction, and employee performance can be understood as a mutually influential interaction between employees and the organization. job satisfaction plays a crucial role in determining employee performance levels within an organization. Performance is influenced by various interrelated factors, such as employee work-life balance, encouragement or motivation in carrying out tasks, and the level of satisfaction felt with their work (Susanto dkk., 2025).

This study analyzes the influence of work-life balance on employee performance in a company, using job satisfaction as a mediating variable. The study indicates that both work-life balance and employee job satisfaction have a positive impact on employee performance, and that job satisfaction can mediate the relationship between work-life balance and employee performance (Wahyudin dkk., 2025b). Based on these results, this study was developed by adding a new independent variable, namely work motivation, and found that work motivation has an influence on employee performance. This addition of variables was carried out to fill existing research gaps and to ensure its relevance to the background of the problem (Solikhah & Dwi Putri Pramesti, 2024). Therefore, this study was conducted to examine the impact of work-life balance and work motivation on employee performance, using job satisfaction as a mediating variable. In addition, several previous studies have shown that work-life balance, work motivation, and job satisfaction

have a positive effect on employee performance, while other studies have found a negative effect. Therefore, further research is needed to clarify this relationship (Ronaldo Simarmata dkk., 2025).

RESEARCH METHOD

This research employed a quantitative explanatory approach because it aims to explain causal relationships among variables. The population consists of employees working in PT. Medan jaya cipta sarana. A total of 71 respondents were selected using purposive sampling, with criteria including minimum one year of work experience. Data were collected using a structured questionnaire measured using a Likert scale from 1 (strongly disagree) to 5 (strongly agree). The variables measured include: (1) Training, (2) Compensation, (3) Work-Life Balance, (4) Job Satisfaction, and (5) Employee Performance.

Instrument Validity Based on the outer loading values, which indicate that all indicators have outer loading values > 0.7 , the structural model does not have convergent validity issues. After the data was processed with SmartPLS 4.0, the loading factor results can be seen in the table below:

Table 1. Loading Factor Values

Variable	Indicators	Loading Factor
Job Training	JT1	0,814
	JT2	0,774
	JT3	0,824
	JT4	0,846
	JT5	0,904
Work Life Balance	WLB1	0,883
	WLB2	0,842
	WLB3	0,844
Job Satisfaction	JS1	0,881
	JS2	0,883
	JS3	0,881
	JS4	0,895
	JS5	0,907
Employee Performance	EP1	0,845
	EP2	0,874
	EP3	0,868
	EP4	0,904
	EP5	0,867

As illustrated in Figure 1, all variable indicators exhibit loading values greater than 0.7, which means convergent validity is satisfied during the current investigation.

RESULTS AND DISCUSSIONS

The results of this study show partial consistency with previous research. Some findings align with previous studies, but there are differences in certain variables that previously showed conflicting results. These differences may be due to differences in the research context, characteristics of the research subjects, time period, and the methods and measurement tools used. This research was conducted at company, which has different organizational characteristics and work culture than those studied in previous studies, thus employee responses to the variables studied may also differ. that respondents have relatively positive perceptions regarding training, compensation, and work-life balance in their organizations. Results of instrument testing show that all constructs meet validity and reliability criteria. Therefore, the results of this study do not completely contradict each other, but rather add to the literature by providing empirical evidence that the relationship

between variables can be contextual and influenced by the conditions of the organization being studied.

Job Training on Employee Performance

The research demonstrates that professional development strongly and beneficially affects job performance, with a coefficient of 0.236, t-value of 3.466, and p-value of 0.001, confirming statistical significance. This suggests that enhancing the quality and effectiveness of training programs at the Regional Civil Service and Human Resources Development Agency company significantly improves employee performance. Training that is well designed and tailored to employees' needs equips them with the necessary skills and knowledge, enabling them to perform their tasks more efficiently. By implementing structured and targeted training initiatives, the agency can cultivate a productive work environment and facilitate the attainment of company performance objectives. These results highlight critical part played by continuous learning and development in fostering a competent and motivated workforce (Universitas dkk., 2025). Overall, job training emerges as a key strategy to strengthen employee competence and support organizational success. Consequently, the primary hypothesis (H1), suggesting that Job Training positively impacts Employee Performance, is proven.

Work Life Balance on Employee Performance

The evaluation demonstrates that professional-personal equilibrium substantially enhances job performance, showing an effect size of 0.728, $t = 12.475$, and $p = 0.000$. Employees who effectively manage their personal and professional responsibilities tend to be more motivated and focused, fostering a productive work environment that drives optimal achievement of performance targets. A balanced work-life approach reduces stress and burnout, allowing employees to maintain consistent performance over time. It also enhances job satisfaction, which can indirectly boost overall organizational effectiveness (Abror & Nyoman Putu Martini, 2025). Organizations that support flexible work arrangements and promote employee well-being are likely to see higher engagement and long-term retention. Thus, the second hypothesis (H2) is confirmed.

Job Training on Job Satisfaction

The investigation confirms that vocational training strongly and meaningfully increases job satisfaction, exhibiting a coefficient of 0.379, $t = 3.808$, and $p = 0.000$. Well-structured, needs-oriented training enables employees to better understand their roles, improve their competencies, and develop confidence, while also providing avenues for career advancement, thereby increasing job satisfaction. Regular training programs also foster a sense of organizational support, making employees feel valued and recognized. Enhanced skills from training reduce work-related stress and increase efficiency, contributing to a more positive work experience. Furthermore, training opportunities encourage continuous learning and professional growth, which can strengthen employees' commitment to the organization. By investing in employee development, organizations can cultivate a motivated workforce that perceives their roles as meaningful and rewarding (Luthfi Azizah dkk., 2025). Hence, the third hypothesis (H3) is supported.

Work Life Balance on Job Satisfaction

Results show maintaining an effective Work-Life Balance markedly enhances employees' Job Satisfaction, indicating that employees who manage their personal and professional responsibilities well experience greater satisfaction at work, by the balance between professional and personal responsibilities, with a beta value of 0.476, t-statistic of 5.343, and significance level of 0.000. This confirms that employees with better work-life balance experience greater job satisfaction at the Regional Civil Service and Human Resources Development Agency of company.

A good Work-Life Balance creates a harmonious work atmosphere, minimizes conflict, and reduces work-related stress. Employees who allocate their time and effort appropriately between work and personal responsibilities often exhibit greater job engagement, enhanced self-assurance, and improved interactions with both colleagues and supervisors. Organizations that actively support work-life balance policies also benefit from higher employee morale and reduced turnover. Additionally, promoting flexibility and personal well-being fosters a culture of trust and mutual respect, which further reinforces job satisfaction (Riza & Fazri, 2023). This condition not only increases comfort at work but also strengthens the sense of belonging to the organization. Thus, an adequately sustained Work-Life Balance significantly contributes to improving workplace contentment. Consequently, hypothesis number four (H4) validated, showing employees' Work-Life Balance significantly enhances their Job Satisfaction.

Job Satisfaction on Employee Performance

The evaluation demonstrates a substantial and significant link between staff contentment and work performance, presenting an effect size of 0.415, $t = 5.549$, and $p = 0.000$. Satisfied employees at the Regional Civil Service and Human Resources Development Agency of company tend to exhibit better work quality, timeliness, and autonomy. When employees feel valued and fulfilled, they are more likely to take initiative, solve problems proactively, and contribute innovative ideas. High job satisfaction also reduces absenteeism and turnover, creating a more stable and experienced workforce. Furthermore, satisfied employees are more motivated to collaborate effectively with colleagues, enhancing overall team performance. Organizations that prioritize employee satisfaction often see a direct impact on service quality and operational efficiency. In the end, supporting employee satisfaction generates a virtuous cycle whereby motivated staff enhance their work outcomes, thereby further increasing their contentment (Putri dkk., t.t.). These results highlight the importance of job satisfaction in fostering productivity and accomplishing organizational objectives. Thus, the fifth hypothesis (H5) is confirmed.

Job Satisfaction Mediates the Relationship between Job Training and Employee Performance

The study demonstrates Job Satisfaction significantly mediates the association between Job Training along Employee Performance, demonstrated by statistical score 0.158, $t = 2.712$, and $p = 0.007$. Effective job training at the Regional Civil Service and Human Resources Development Agency of company enhances employees' skills and knowledge, which not only directly improves training improves work outcomes as well as has an indirect effect via enhanced employee satisfaction. The evidence underscores the vital influence of job satisfaction pathway through which training initiatives can maximize overall employee performance, when designed in a structured manner, aligned with task requirements, and providing new skills, can enhance employees' confidence, competence, and readiness in carrying out their work. When employees feel adequately skilled and supported by relevant knowledge. This satisfaction arises from several aspects, such as recognition and rewards for performance, harmonious working relationships, leadership support, promotion opportunities, and comfort in performing daily tasks. Employees with high levels of job satisfaction are more motivated, loyal, and committed to their organization, which translates into improved performance across quality, efficiency, timeliness, and autonomy (Mardiani & Widiyanto, 2021). Therefore, the sixth hypothesis (H6), which states that Job Satisfaction mediates the relationship between Job Training and Employee Performance, is accepted.

Job Satisfaction Mediates the Relationship between Work Life Balance and Employee Performance

Findings reveal that Job Satisfaction significantly mediates the effect of Work-Life Balance on Employee Performance, as evidenced by a sample value of 0.197, a t-statistic of 4.236, and a p-

value of 0.000. This suggests that job satisfaction enhances the positive influence of work-life balance on performance. Employees who maintain harmony between professional responsibilities and personal life demonstrate increased focus and motivation, which in turn elevates their satisfaction. A workplace environment that supports work-life balance also helps minimize stress and burnout, further promoting employee commitment and engagement (Solikhah & Dwi Putri Pramesti, 2024). What's more, firms that prioritize staff contentment usually realize increased workplace efficiency, organizational loyalty. In turn, this satisfaction improves performance at the Regional Civil Service and Human Resources Development Agency of company, reflected in timely task completion and higher work quality. Therefore, employee satisfaction serves as a mediating factor that strengthens the effect of work-life balance on staff performance. As a result, the seventh hypothesis (H7) is supported.

CONCLUSION

This study has several limitations that require consideration. First, from a methodological perspective, this study used a quantitative research design with a cross-sectional survey approach, which is unable to capture the dynamics of long-term changes in employee behavior. As a result, the causal relationship between job training, work-life balance, job satisfaction, and employee performance remains associative. The data used is sourced from respondents' perceptions through questionnaires, potentially introducing subjectivity and common method bias. Respondents may provide answers that are socially desirable or do not fully reflect actual conditions. This study was conducted within a specific organizational and sector context, thus limiting the generalizability of the results to other organizations with different industry characteristics, work cultures, and human resource policies. Furthermore, this study focused only on job training and work-life balance as independent variables, while other factors such as leadership style, organizational culture, workload, or compensation were not incorporated into the research model. Based on these limitations, future research is recommended to use a longitudinal design to gain a deeper understanding of the causal relationships and changes in employee performance over time. Furthermore, incorporating qualitative research methods, such as interviews or case studies, can provide more comprehensive insights into employee experiences with training programs and work-life balance policies. Future research is also recommended to expand the scope of research by including various industry sectors and organizational sizes to increase the generalizability of the results. Furthermore, the addition of other variables, such as organizational commitment, work motivation, leadership, or organizational support, either as mediating or moderating variables, can enrich the conceptual model and provide a more holistic understanding of the factors influencing employee performance. The results of the study indicate that Job Training and Work-Life Balance have a positive and significant effect on Employee Performance, both directly and indirectly through Job Satisfaction. Effective training improves employee competence, confidence, and satisfaction, while balanced work-life practices increase well-being and motivation, leading to better performance.

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