

Research Article

The Influence of Work Life Balance and Work Discipline on Employee Performance

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ABSTRACT

Often companies provide an excessive number of tasks which results in decreased of work productivity and discipline for employees. This shows that an individual has difficulty in balancing his personal life and work. This study aims to examine and analyze the influence of work life balance and work discipline on employee performance through job satisfaction. This research gained 75 respondents as a sample from PT. Indonesia Morowali Industrial Park (IMIP). The data collection of quantitative method uses a survey with a questionnaire via Google Form. Data analysis used t-test, F test, simple linear regression analysis, multiple linear regression analysis, and path analysis using SPSS 21 software. The results of this study reveal a positive and significant influence between the work-life balance on job satisfaction, work discipline on job satisfaction, work-life balance on employee performance, work discipline on employee performance, and job satisfaction on employee performance. Yet, the indirect influence of work life balance and work discipline on employee performance through job satisfaction are greater than the direct influence. Setelah itu tuliskan keterbatasan penelitian. This research implies that work-life balance can be improved by paying attention to satisfaction to increase employee performance. Work discipline can be increased by paying attention to sanctions and time efficiency to increase employee performance. Job satisfaction can be enhanced by paying attention to the environment and payment of employee, last employee performance can be improved by taking into account the responsibility.

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

INTRODUCTION

Work-life balance is a component that has become an essential factor in improving employee performance and achieving organizational goals, where it involves the welfare of employees within a company. This work-life balance is about how a person seeks balance and comfort at work and outside of work. According to Kalliath and Brough (2008), work-life balance is an individual's perception where activities in work and non-work life can go together and encourage personal growth in accordance with individual life priorities. Delecta (2011) explained that work-life balance is an individual's ability to fulfill work and family commitment and other responsibilities in addition to work and other activities. From several definitions above, it can be concluded that work-life balance is the level of individual life satisfaction between dual roles in balancing work and non-work.

In improving the performance of employees, the organization must also enforce work discipline because the discipline of an employee shows their level of expertise to carry out their responsibilities as employees in a company they work for. The achievement of organizational goals is strongly influenced by the discipline of every element in an organization. According to Hasibuan (2007), work discipline can be interpreted as written or unwritten behavior. Sutrisno (2016) also supports the explanation that employee discipline is the behavior of a person following the regulations, existing work procedures, attitude, behavior, and actions, both written and unwritten. It can be concluded that a work discipline is a tool used by organizations to communicate with employees in willingness to change behavior and increase one's awareness and desire to obey all company regulations and applicable social norms.

Employee Performance is an essential element in management. Mangkunegara (2011) explained that performance is the work of quality and quantity achieved by an employee in carrying out his duties following his responsibilities. While according to Armstrong (2009), performance management is a systematic process for improving organizational performance by developing individual performance and team, which is a means of getting better results by understanding and managing performance within an agreed framework, of which objectives are planned, as well as competency standards and requirements. Besides, building performance can be raised of environment supported by psychological climate, employees' resilience to handling job stress, and OCB among the employees (Suratman et al., 2021). From the definition by experts, we can say that employee performance is the process of creating a work environment where people can do the best of their ability to meet company goals. It is a whole work system that comes from corporate objectives.

Job satisfaction is an indicator of achievement in a company. According to Luthan et al. (2006), job satisfaction results from employee perceptions about how well their work delivers a significant value. According to Locke (in Yaseen, 2016), job satisfaction is the emotional condition of someone pleasant and comfortable at work. It refers to each individual's positive and negative feelings towards their job. Research conducted by Suratman & Supriyantiningasih (2019) revealed that job satisfaction would create a positive atmosphere for employees, making them better at work. So, we can infer that job satisfaction results from employees' perceptions of how well they are doing, providing things considered necessary and involving reactions, attitudes, and emotional states pleasant or positive resulting from job appraisals or someone's work experience.

Work-life balance is closely related to an employee's job satisfaction and vice versa. This is based on five previous studies used in this research was conducted by Kanwar et al. (2018), Aseptia and Maruno (2017), Ganaphati (2016), Pangemanan et al. (2017), and Pandey et al. (2020) conclude that work-life balance has a positive influence on job satisfaction. With the company's support in balancing the work and non-work life of an employee, it will increase employees' job satisfaction when carrying out their duties.

In carrying out the tasks assigned by the company, an employee must give a complete performance to get job satisfaction. As what has been proven by previous researchers, according to Miao and Kim (2010), Berliana et al. (2018), Febriyana (2015), Badrianto and Ekhsan (2020), and Razak et al. (2018), explained that there is a positive and significant influence that occurs between job satisfaction and employee performance. The bigger the chance for employees to improve their performance, the more they gain satisfaction, making it easy to achieve company goals.

Implementing work discipline in the organization influences employee performance. This is based on the previous research that had been done by Gustama et al. (2021), Razak et al. (2018), Prayogi et al. (2020), Esthi et al. (2019), and Dapu (2015) according to their researches; work discipline influence employee performance. By a previous study, the better the company implements work discipline will impact the high employee performance. Work discipline affects the level of job satisfaction in the company. This has been shown from the previous research by Budiranti et al. (2020), Winarsih et al. (2021), Purnamasari et al. (2021), Mangkunagara et al. (2015) and Sudiarditha et al. (2019) that their findings related to work discipline has to influence on job satisfaction. So, it could be concluded that based on previous research, work discipline has a positive impact on employees' job satisfaction.

Based on the background that has been made above, the researcher is interested in being able to do further research on the variables of work life balance, work discipline, employee performance, and also job satisfaction. The

researcher decided to conduct a study with the title "The effect of work life balance and work discipline, on employee performance, through job satisfaction at PT. IMIP Morowali.

LITERATURE REVIEW AND HYPOTHESIS

The Influence of Work-Life Balance on Job satisfaction

Work-life balance is an individual's perception where activities in work and non-work life can go together and encourage personal growth under individual life priorities (Kalliath & Brough, 2008). Besides, Brough et al. (2014) then explained that work-life balance is an individual's subjective assessment of the harmony of work and non-work activities and life in general. Meanwhile, according to Delecta (2011), work-life balance is an individual's ability to fulfill work and family commitments and other responsibilities in addition to work and other activities.

The influence of work-life balance on job satisfaction, the researcher gained previous research, including research conducted by Kanwar et al. (2018), Asepta and Maruno (2017), Ganaphati (2016), Pangemanan et al. (2017), Pandey et al. (2020) explained that there is a positive and significant relationship between the Work-Life Balance variable and the job satisfaction variable. The theory used for the work-life balance variable in this previous research is from McDonald and Bradley (2005) and Greenhaus and colleagues (2003). Meanwhile, for the job satisfaction variable, previous research used theory from Luthan et al. (2006), Robbins (2007), Sutrisno (2010), and Locke (1976).

***H1:** There is a positive and significant influence on work-life balance on job satisfaction*

The influence of Work-Life Balance on Employee Performance

In the hypothesis of the influence of work-life balance on employee performance, the researcher gained some previous research conducted by Johari et al. (2017), Hidayat et al. (2017), Thevanes and Mangaleswaran (2018), Mendis et al. (2014), and Wolor et al. (2020) explained that there is a positive and significant relationship between the Work-Life Balance variable and the employee performance variable. The theory used for the work-life balance variable in this previous research is from Clark (2000), McDonald and Bradley (2007), Greenhouse and colleagues (2003), and Russel and Bowman (2000). Meanwhile, for the employee performance variable, previous research used the theory of Wirawan (2007), Donni (2016), and Werther and Davis (1985).

H2: There is a positive and significant influence on work-life balance on employee performance.

The influence of Work Discipline on Job satisfaction and Employee Performance

Work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and increase their awareness and willingness to obey all company regulations and applicable social norms (Veithzal, 2006). Another definition by Simamora (2004) defines *discipline* as the desire and understanding to follow organizational rules and social standards. Enforcing discipline is essential for the company because discipline contains rules that employees must obey. Discipline is expected to make work as efficient as possible.

The influence of work discipline on job satisfaction, the researcher gained some previous research conducted by Budiranti et al. (2020), Winarsih et al. (2020), Purnamasari et al. (2021), Mangkunegara & Octorend (2015), Sudiarditha et al. (2019) explained that there is a positive and significant relationship between the Work discipline variable and the job satisfaction variable. The theory used for work discipline variables in this previous research is Hasibuan (2005) and Hamid and Riyanto (2020). Meanwhile, for the job satisfaction variable, previous research used theory from Mangkunegara (2006), James Boles et al. (2007), and Luthan et al. (2005).

In the hypothesis of the influence of work discipline on employee performance, the researcher gained some previous research conducted by Gustama et al. (2018), Prayogi et al. (2020), Razak et al. (2021), Prayogi et al. (2020), Eshi et al. (2019) and Dapu (2015) explained that there is a positive and significant relationship between the Work discipline variable and the employee performance variable. The theory used for the work discipline variable in this previous research is from Sutrisno (2016), Hasibuan (2008), Rivai (2005), and Saman (2009). Meanwhile, for the employee performance variable, previous research used theory from Serdamayanti (2014), Donni (2016), Bernadin and Russell (1990), and Mangkunegara (2009)

H3: There is a positive and significant influence on work discipline on job satisfaction

H4: There is a positive and significant influence on work discipline on employee performance.

The Influence of Job Satisfaction on Employee Performance

According to Locke (in Yaseen et al, 2016), job satisfaction is the emotional condition of someone pleasant and comfortable at work. Meanwhile, according

to Singh and Jain (2013), job satisfaction is an emotional response to work. Javed et al. (2014) define employee satisfaction as a measure of employees' general emotions about the workplace and their job. It measures the employee's approach to work and the extent to which the job satisfies the employee's needs.

The influence of job satisfaction on employee performance, the researcher gained some previous research conducted by Miao and Kim (2010), Berliana et al. (2008), Febriyana (2015), Badrianto et al. (2018), and Razak et al. (2018), explained that there is a positive and significant relationship between the job satisfaction variable and employee performance variable. The theory used for the job satisfaction variable in this previous research is from Malthis (2008), Mangkunegra (2006), and Robbins (2006). Meanwhile, for the employee performance variable, previous research used theory from Mangkunegra (2004), Donni (2016), and Organs (1988).

***H5:** There is a positive and significant influence on job satisfaction on employee performance.*

The Influence Work-Life Balance on Employee Performance through Job Satisfaction

In the hypothesis of Relation between the work-life balance on employee performance through job satisfaction, there are several previous research conducted by Soomro et al. (2017), Nurhasanah et al. (2019), Abdirahman et al. (2018), Rubel and Kee (2015), and Kasbuntoro et al. (2020) explained that there is a positive and significant relationship between the work-life balance variable and the employee performance variable through job satisfaction. The theory used for the job satisfaction variable in this previous research is from Luthan et al. (2006), Riva (2009), and Spector (1985). For employee performance variables, the theory used is from Mangkunegara (2009), Coopman (2014), and Luthan et al. (2006). Meanwhile, for the work-life balance variable, used approaches from Greenhaus and Colleagues (2003), Hayman (2005), and Walton (20003).

***H6:** There is an indirect influence work-life balance variable on employee performance through job satisfaction that is bigger than the direct influence*

The Influence Work Discipline on Employee Performance through Job Satisfaction

Performance is what employees do or do not do (Mathis & Jackson, 2004). An additional definition comes from Mangkunegara (2011); he suggests that performance is the work of quality and quantity achieved by an employee in carrying out his duties under the responsibilities given to him. According to Armstrong (2009), performance is a systematic process for improving

organizational performance by developing individual performance and team, which is a means of getting better results by understanding and managing performance within an agreed framework, of which objectives are planned, as well as competency standards and requirements.

The relation between work discipline on employee performance through job satisfaction, there are several previous research conducted by Hustia et al. (2017), Sugiono et al. (2017), Subagja et al. (2020), Kalimeda et al. (2018), and Yuliandi et al. (2019), explained there is a positive and significant relationship between the work discipline variable and the employee performance variable through job satisfaction. The theory used for the job satisfaction variable in this previous research is from Hasibuan (2007) and (2005), Malthis (2008), and Herzberg (1994). For employee performance variables, the theory used is from Organs (1998), Mangkunegara (2006), and Dharma (2003). While for the work discipline variable, the view used is from Sutrisno (2006), Harris (1996), Rivai (2005), and Hasibuan (2005).

H7: *There is an indirect influence work discipline variable on employee performance through job satisfaction that is bigger than the direct influence.*

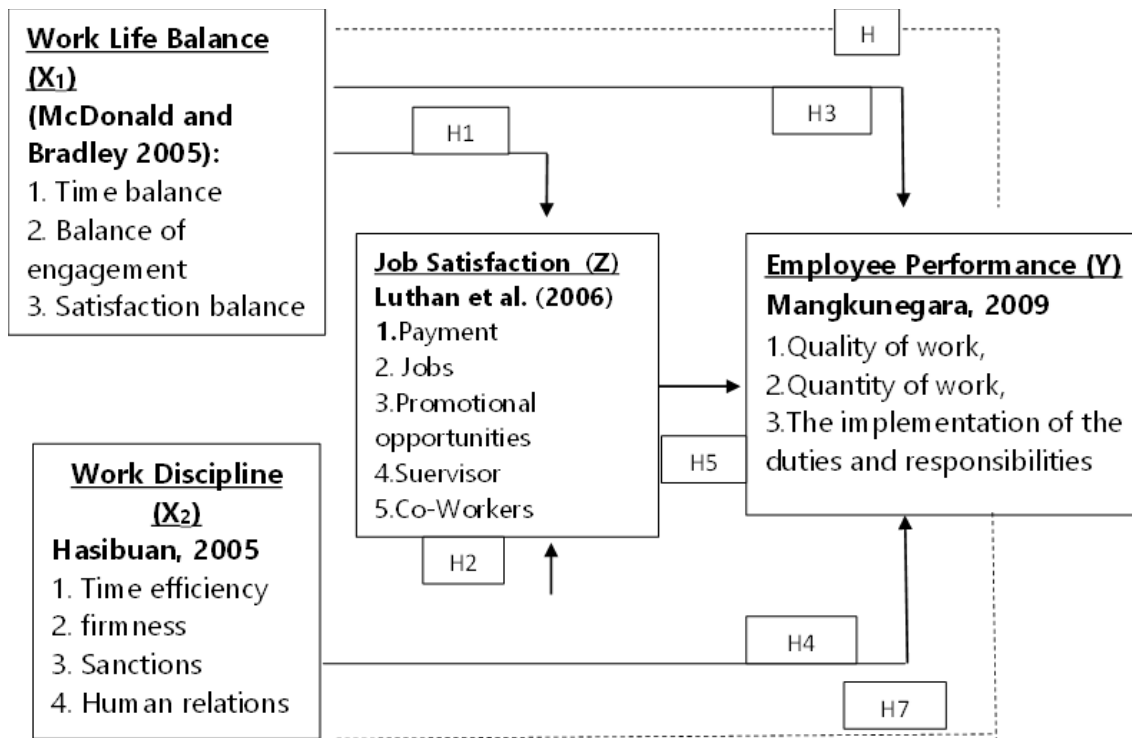


Figure 1. Research Framework (Source: Primary data processed, 2022)

METHOD

In this study, the author uses a quantitative approach. The data collection test tool aims to prove the established hypothesis—the submission of questionnaires to employees of PT. IMIP industry is included in this analysis. According to Klassen and Creswell (2012), A questionnaire is a data collection tool. After completing it thoroughly, the respondent types the argument and then returns it to the researcher.

Research Location

This research is located at PT. Indonesia Morowali Industrial Park (IMIP) in Morowali Regency, Central Sulawesi. PT. IMIP is a nickel-based industrial area with the longest industrial chain globally, which main products are nickel, stainless steel, and carbon steel. The development of industrial estates based on the potential of natural resources owned by the regions is an industrial development policy, especially for industry distribution outside Java. With its nickel potential and supporting government policies, Morowali Regency has the prospect of becoming a Nickel-based Industrial Growth Center. The researcher's population as the research object is 75 employees in PT. IMIP Morowali.

Operational Definition of Research Variables

Work Life Balance (X₁)

In this study, what is meant by work life balance is a condition or condition for employees who can balance their lives with work and can meet all the demands of work. Measurement of work life balance in this study refers to McDonald and Bradley (2005), with indicators of time balance, balance of involvement and balance of satisfaction:

1. Time Balance Refers to the amount of time that can be given by individuals, both for work and things outside of work.
2. Balance of Engagement Refers to the amount or level of psychological involvement and commitment of an individual in his work and things outside his job.
3. Satisfaction Balance Refers to the total level of satisfaction of an individual with his work activities and things outside his job.

Work Discipline (X₂)

In this study, what is meant by work discipline is an employee's attitude and desire to obey all the rules and decisions that apply in the workplace on the basis of their own awareness. Measurement of work discipline in this study refers to

Hasibuan (2005), indicators of work discipline are time efficiency, firmness, sanctions and human relations.

1. Time efficiency. Evaluating employees by how disciplined they are against the time set by the company.
2. Neatness. Leaders must be brave and firm, act to punish every employee who is disciplined in accordance with the legal sanctions set.
3. Sanction. Punishment sanctions should be considered logically, reasonable and clearly communicated to all employees. Sanctions should not be too light, but also not too severe in order to keep educating employees to change their behavior.
4. Human Relations. Harmonious human relations among employees also create good discipline in a company.

Employee Performance (Y)

In this study, what is meant by employee performance is a concept in work that is delegated to employees to develop competencies and responsibilities, as well as achievement of employees in their work. Employee performance measurement in this study refers to Mangkunagara (2009), there are several criteria for measuring employee performance, namely:

1. Quality of work. Namely the extent to which the process or results of implementing activities are close to perfection or close to the expected goals.
2. Quantity of work. The ability to work according to procedures, setting work targets and the ability to achieve company goals.
3. Task implementation. Ability to complete the responsibilities assigned by the company, completing work in accordance with work standards and the ability to use time wisely as determined by the company in handling the work.

Job Satisfaction (Z)

In this study, what is meant by job satisfaction is a positive feeling or a pleasant emotion resulting from an employee's assessment of work or the experience of a job. Measurement of job satisfaction in this study refers to Luthan et al. (2006:142, employee job satisfaction is influenced by the following factors:

1. Payment. In this case, the salary given is in accordance with the minimum wage threshold, according to the position and performance that has been carried out, and there are detailed salary provisions
2. Employment. The opportunity given to employees to be responsible for their own work, developing employee abilities and developing employee skills.

3. Promotion Opportunities. In this case, the company opens promotional programs open to employees.
4. Supervision. Support and assistance from superiors, as well as superiors carrying out supervision and control
5. Colleagues. There is support from the work group, which is based on the intention to help each other, and there is a kinship between employee.

Descriptive Analysis of Research Respondents

From the distribution of the questionnaires that have been carried out, it has been obtained data that derived from 75 returned questionnaires.

Tabel 1. Descriptive of Research Respondents

Demographic variables	N	%
<i>Gender</i>		
Male	51	68%
Female	24	32%
<i>Age</i>		
20-25 Years old	59	78.7
25 - 30 Years Old	10	13.3
31- 40 Years Old	2	2.7
Less than 20 Years Old	4	5.3
<i>Recent Education</i>		
Bachelor (S1)	19	25.3
Diploma	31	41.3
High School	25	33.3
<i>Marital Status</i>		
Married	4	5.3
Single	71	94.7
<i>Years of Services</i>		
Less than 5 years	72	96.0
5 – 10 years	3	4.0
<i>Job Position</i>		
Administrator	2	2.7
Analysis	1	1.3
ICP Analysis	1	1.3
Cadangan Keahlian	1	1.3
Cadangan Keahlian/Management Trainee	1	1.3
Crew	56	74.7
Crew Intern	1	1.3
Foreman	1	1.3

Demographic variables	N	%
Intern	1	1.3
Student (Intern)	1	1.3
Mechanic	1	1.3
Operator	6	8.0
Staff	1	1.3
Welder	1	1.3
Salaries		
Rp 3.000.000 – Rp 5.000.000	36	48.0
Rp 5.000.000 – Rp 10.000.000	39	52.0

Source: Primary data processed, 2022

Respondents in this study were dominated by 51 male employees, with the majority aged 20 to 25 years totaling 59 employees. Characteristics respondents based on the current education level of the majority are diploma degree, as many as 31 people, the most dominant marital status are single as many as 71 people. Characteristics of respondents based on the majority year of services are less than five years as many as 72 employees. The Crew dominates the job position, and the majority income is between Rp 5,000,000 up to Rp 10,000,000 for as many as 39 people.

RESULT AND DISCUSSION

Instruments Research Test

The validity test was carried out in this study based on the item or variables work-life balance and work discipline, employee performance, and job satisfaction. Data taken from 75 respondents were processed using SPSS 21 software. The statement item for each variable will be tested based on the comparison between rcount and rtable (0.2681) using a significance level of 5 percent (0.05). The items are declared valid if the r-count is greater than the r-table ($r\text{-count} > r\text{-table}$). With and vice versa, if rcount is smaller than rtable ($r\text{-count} < r\text{-table}$), then it is counted invalid. All questionnaire items on four proven variables are valid because has r-count value is more significant than rtable ($r\text{-count} > r\text{-table}$).

Reliability testing in this study uses the Alpha Croncabh method. If the value Alpha Croncabh is more significant than 0.6, then the answer from respondents on the questionnaire as a measuring tool will be declared reliable. Likewise, on the other hand, if the Alpha Croncabh value is less than 0.6, then the answer is not reliable. All variables show a more excellent value of 0.6 so that all variables are declared reliable so that the research instrument suitable for use in research.

Table 2. Validity Test

Variable	Indicator	Scale Variance	Sig. Level	Description
Work	WLB1	.374	0,05	Valid
	Life	WLB2	.415	0,05
Balance	WLB3	.502	0,05	Valid
	WLB4	.522	0,05	Valid
	WLB5	.468	0,05	Valid
	WLB6	.464	0,05	Valid
	WLB	.720	0,05	Valid
Work Discipline	WD1	.490	0,05	Valid
	WD2	.242	0,05	Valid
	WD3	.360	0,05	Valid
	WD4	.540	0,05	Valid
	WD5	.409	0,05	Valid
	WD6	.536	0,05	Valid
	WD7	.512	0,05	Valid
	WD8	.512	0,05	Valid
	WD9	.403	0,05	Valid
	WD	.745	0,05	Valid
Employee Performance	EP1	.601	0,05	Valid
	EP2	.613	0,05	Valid
	EP3	.621	0,05	Valid
	EP4	.636	0,05	Valid
	EP5	.602	0,05	Valid
	EP6	.586	0,05	Valid
	EP7	.684	0,05	Valid
	EP8	.693	0,05	Valid
	EP9	.604	0,05	Valid
EP	.746	0,05	Valid	
Job Satisfaction	JS1	.497	0,05	Valid
	JS2	.338	0,05	Valid
	JS3	.561	0,05	Valid
	JS4	.485	0,05	Valid
	JS5	.626	0,05	Valid
	JS6	.689	0,05	Valid
	JS7	.731	0,05	Valid
	JS8	.686	0,05	Valid
	JS9	.681	0,05	Valid
	JS10	.512	0,05	Valid

Variable	Indicator	Scale Variance	Sig. Level	Description
	JS11	.567	0,05	Valid
	JS12	.584	0,05	Valid
	JS13	.477	0,05	Valid
	JS14	.517	0,05	Valid
	JS15	.564	0,05	Valid
	JS	.847	0,05	Valid

Source: Primary data processed, 2022

Table 3. Reliability Test

Variable	Indicator	Scale Variance	CR	Description
Work Life Balance	WLB1	963.053	0,891	Reliable
	WLB2	957.116		
	WLB3	959.162		
	WLB4	957.154		
	WLB5	963.748		
	WLB6	949.655		
Work Discipline	WLB	866.604	0,891	Reliable
	WD1	959.595		
	WD2	961.847		
	WD3	957.426		
	WD4	960.793		
	WD5	959.540		
	WD6	957.036		
	WD7	957.324		
	WD8	956.608		
	WD9	956.136		
Employee Performanc e	WD	815.471	0,890	Reliable
	EP1	954.956		
	EP2	952.786		
	EP3	950.928		
	EP4	952.810		
	EP5	955.667		
	EP6	954.372		
	EP7	949.378		
	EP8	951.264		
Job	EP9	952.142	0,891	Reliable
	EP	772.100		
	JS1	955.823		

Variable	Indicator	Scale Variance	CR	Description
Satisfaction	JS2	959.680		
	JS3	948.394		
	JS4	948.604		
	JS5	941.927		
	JS6	945.027		
	JS7	932.397		
	JS8	936.969		
	JS9	937.329		
	JS10	942.414		
	JS11	940.840		
	JS12	953.430		
	JS13	954.945		
	JS14	956.451		
	JS15	955.333		
		JS	581.599	

Source: Primary data processed (2022)

Based on the analysis results, it can be concluded that the data processed shows the tolerance value and Variance Inflation Factor (VIF) does not occur with multicollinearity problems. The tolerance value proves it is ≥ 0.10 . Based on the multicollinearity test, the VIF results of the work-life balance variable (X1) is 2.068, work discipline (X2) is 1.750, and the VIF value of the job satisfaction variable (Z) is 1.820.

Table 4. Multicollinearity test with correlation

Model	Unstandardized Coefficients B	Standardized Coefficients Beta	t	Sig	Tolerance	VIF
(Constant)	5.937		1.269	.209		
WLB	.227	.125	3.038	.003	.484	2.068
WD	.639	.502	4.527	.000	.571	1.750
JS	.218	.394	3.486	.001	.550	1.820

a. Dependent Variable: EP

Source: Primary data processed, 2022

The heteroscedasticity test is used to test whether in the regression model there is inequality or difference between some observations compared to others (Ghozali, 2013). Which is called Temporary homoscedasticity is called heteroscedasticity if there is a difference. A good regression model is one with

homoscedasticity or no heteroscedasticity. The results of the heteroscedasticity test in this research show that the significance value has a value of more than 0.05. Thus, it can be concluded that no heteroscedasticity occurs in the regression model so that the heteroscedasticity test is met.

Table 5. Heteroscedasticity Test

Model	Unstandardized Coefficients - B	Standardized Coefficients Beta	t	Sig.
(Constant)	5.253		1.990	.050
WLB	.054	.072	.442	.660
WD	.013	.024	.162	.872
JS	-.075	-.329	-1.138	.360

a. Dependent Variable: Abs_Res

Source: Primary data processed, 2022

Multiple Linear Regression Analysis. Serves to measure the effect of more than one independent variable on the dependent variable. This study was used to determine the effect of job satisfaction intervention on work-life balance and work discipline with the dependent variable projected employee performance using a regression model.

Multiple Determination Coefficient (R²). It is a value (proportion value) that measures how far the ability of the independent variables is used in the regression equation to explain the variation of the dependent variable. The value of the coefficient of determination is between zero and one. The value of the coefficient of determination R² means that the independent variables provide almost all the information needed to predict the variation of the dependent variable.

Table 6. Coefficient of Multiple Determination of Job Satisfaction on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.671 ^a	.450	.435	6.07651

a. Predictors: (Constant), WD, WLB

Source: Primary data processed, 2022

The normality test is used to test whether, in the regression model, the confounding variable or residual has a distribution of ordinary (Ghozali, 2013). Normality test can be done using the Kolmogorov-Smirnov test. One of the test requirements that must be met is the population data normality test. A good

normality test result is a standard distribution form or close to normal. Normality test results in this research show that the probability value of each variable is ≥ 0.05 , which means it meets the normality requirements.

Based on the table, it is known that the Adjusted R-Squared value is 0.435, which means this indicates that the contribution of the independent variables, namely WD and WLB to the dependent variable, namely Job Satisfaction is 43.5%, while the remaining 56.5% is influenced by the variable others that have not been studied or are not included in the regression in this study.

DISCUSSION

Based on analysis data, the work-life balance variable provides a positive and significant influence on job satisfaction. Hypothesis testing shows a significant value of $0.000 < 0.05$, then H_0 is rejected, and H_a is accepted. It can be said that there is a significant influence of work-life balance on job satisfaction. The results of the research analysis are the same as some previous research, including research completed by Kanwar et al. (2018), Asepta and Maruno (2017), Ganaphati (2016), Pangemanan et al. (2017), and also Pandey et al. (2020). The first hypothesis in this study is **proven**. So, it can be said that maximizing the work-life balance of the employee will undoubtedly increase their satisfaction. From the description above, it can be concluded that work-life balance is proven to be able to increase employees' job satisfaction. In work-life balance, there are time balance, the balance of engagement, and satisfaction balance, whereas the more appropriate employees' work-life balance, the higher the level of employees' job satisfaction.

The work discipline variable provides a positive and significant influence on job satisfaction. Hypothesis testing shows a significant value of $0.029 < 0.05$, then H_0 is rejected, and H_a is accepted. It can be said that there is a significant influence of work discipline on job satisfaction. The results of the research analysis are the same as some previous research, including research completed by Budiranti et al. (2020), Winarsih et al. (2021), Purnamasari et al. (2021), Mangkunagara & Octorend (2015), and Sudiarditha et al. (2019). The second hypothesis in this study is **proven**. So, it can be said that maximizing the work discipline of the employee will increase their satisfaction. From the description above, it can be concluded that work discipline is proven to be able to increase employees' job satisfaction. In work discipline, there are time efficiency, neatness, sanction, and human Relation, whereas the higher employees' work discipline, the higher the level of employee job satisfaction.

Based on analysis data, the work-life balance variable provides a positive and significant influence on employee performance. Hypothesis testing shows a significant value of $0.003 < 0.05$, then H_0 is rejected, and H_a is accepted. It can be said that there is a significant influence of work-life balance on employee

performance. The results of the research analysis are the same as some previous research, including research completed by Johari et al. (2017), Hidayat et al. (2017), Thevanes, and Mangaleswaran (2018), Mendis et al. (2014), and Wolor et al. (2020). The third hypothesis in this study is **proven**. So, it can be said that maximizing the work-life balance of the employee, will indeed increase their performance. From the description above, it can be concluded that work-life balance is proven to increase employee performance. In work-life balance, there is time balance, the balance of engagement and satisfaction, whereas the more appropriate employees' work-life balance, the higher the level of employee performance.

The work discipline variable provides a positive and significant influence on employee performance. Hypothesis testing shows a significant value of $0.000 < 0.05$, then H_0 is rejected, and H_a is accepted. It can be said that there is a significant influence of work discipline on employee performance. The results of the research analysis are the same as some previous research, including research completed by Gustama et al. (2021), Razak et al. (2018), Prayogi et al. (2020), Esthi et al. (2019), and Dapu (2015). The fourth hypothesis in this study is **proven**. So, it can be said that maximizing the work discipline of the employee will undoubtedly increase their performance. From the description above, it can be concluded that work discipline is proven to be able to increase employees' performance. In work discipline, there are time efficiency, neatness, sanction, and human Relation, whereas the higher employees' work discipline, the higher the level of employee performance.

Based on the analysis data, the job satisfaction variable provides a positive and significant influence on employee performance. Hypothesis testing shows a significant value of $0.001 < 0.05$, then H_0 is rejected, and H_a is accepted. It can be said that there is a significant influence of job satisfaction on employee performance. The results of the research analysis are the same as some previous research, including research completed by Miao and Kim (2010), Berliana et al. (2018), Febriyana (2015), Badrianto and Ekhsan (2020), and Razak et al. (2018). The fifth hypothesis in this study is **proven**. So, it can be said that maximizing the employee's job satisfaction will undoubtedly increase their performance. From the description above, it can be concluded that job satisfaction is proven to increase employees' performance. In job satisfaction, there are quality, quantity, task implementation, payment, promotion opportunities, and supervisor, and co-workers, whereas the higher the satisfaction of the employee, it will lead to the higher level of employee performance.

By looking at the results of the path analysis, namely, indirect influence (work-life balance variable on employee performance through job satisfaction) is greater than the direct influence (work-life balance variables on employee performance) on employees, proven with a value of $0,191 > 0,125$. So, therefore,

hypothesis 6 is **proven**. In addition, the results of the path analysis Influence indirectly (work discipline variable on employee performance through job satisfaction) is more significant rather than a direct influence (work discipline variable on employees performance) on employees is also evidenced by the value of $0,098 > 0,0502$. So, therefore, hypothesis 7 is also **proven**.

The results of this study indicate individual perceptions of work-life balance, work discipline, employee performance, and job satisfaction. Data was obtained by distributing questionnaires to respondents who are active employees at PT. IMIP in Morowali. This research aims to find out and analyze the influence of work-life balance and work discipline on employee performance through job satisfaction in PT. IMIP. This study uses the work-life balance theory of McDonald and Bradley (2005), Hasibuan's (2005) theory for work discipline, job satisfaction theory by Luthan et al. (2006), and employee performance theory by Mangkunegara (2009). The reason for choosing these theories is due to a large amount of literature and research from the previous studies using this theory. In addition, theories are considered the most relevant for use in the object of this research. Results of This study show that all seven hypotheses are proven. This aligns with previous studies that became a reference for researchers to examine the same variables. Most of the previous research was conducted in the banking, and the private sector, while this research conducted in the nickel industry in Morowali. The results of this study also show that when the research is carried out by changing the regression path, selecting the different objects of the research, and using different theories compared to the previous studies, there are still similarities in the study results.

According to Robbins (2006), employee performance is a result achieved by employees in their work according to specific criteria that apply, which is an achievement that is expected by employees will derive from factors such as work-life balance, their work discipline, and the satisfaction in working that exists within a company and instilled in employees. According to Veithzal (2006), a work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and increase their awareness and willingness to obey all company regulations and applicable social norms. The results align with Veithzal (2006) that a strong work discipline instilled in an organization will increase employee job satisfaction. This matter will also improve employee performance which is expected to help the company achieve its goals.

According to Locke (in Yaseen, 2016), job satisfaction is the emotional condition of someone pleasant and comfortable at work. Job satisfaction is paramount to reducing the turnover rate and increasing employee performance. The results show that a high level of job satisfaction can improve employee performance within the company and can do the work according to the goals that have been determined by understanding their power as well as the potential of

an employee itself. Kalliath and Brough (2008) state that work-life balance is an individual's perception where activities in work and non-work life can go together and encourage personal growth per individual life priorities. The results of this study are in line with the statement of Kalliath and Brough (2008) that a good work-life balance will improve employee satisfaction and performance within a work unit and lead to an increase in the company's overall productivity.

LIMITATION OF THE RESEARCH

Based on the experience of the research in this study, there are some limitations that needed to be considered for future researchers since this research still have shortcomings that need to be corrected in the future studies. Some limitations are:

1. The number of the respondents who were taken in this study was only 75 respondents. So, there are still shortcomings to describe the actual situation in the company.
2. Due to Covid-19 pandemic conditions, the researchers cannot provide control and assistance to the respondents if the questions is not clear.

CONCLUSION

Based on the results of the analysis and discussion above, some conclusions can be drawn from the results of this study: There is a positive and significant influence on work-life balance on job satisfaction. There is a positive and significant influence on work discipline on job satisfaction. There is a positive and significant influence on work-life balance on employee performance. There is a positive and significant influence on work discipline on employee performance. There is a positive and significant influence on job satisfaction on employee performance. There is an indirect influence (Work-life balance variable on employee performance through job satisfaction) more significant than the direct influence (Work-life balance variables on employee performance) on employees. An indirect influence (Work discipline variable on employee performance through job satisfaction) is more significant than the direct influence (Work discipline variables on employee performance) on employees.

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