THE INFLUENCE OF WORK LIFE BALANCE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AT PT. IMIP MOROWALI

THESIS

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Study Program   : Management International Program

Concentration   : Human Resource Management

UNIVERSITAS ISLAM INDONESIA

FACULTY OF BUSINESS AND ECONOMIC

YOGYAKARTA

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THESIS

Written and submitted to meet the requirements of the final examination in order to obtain a bachelor degree strata-1 in Management Studies Program, Faculty of Business and Economics, Indonesian Islamic University
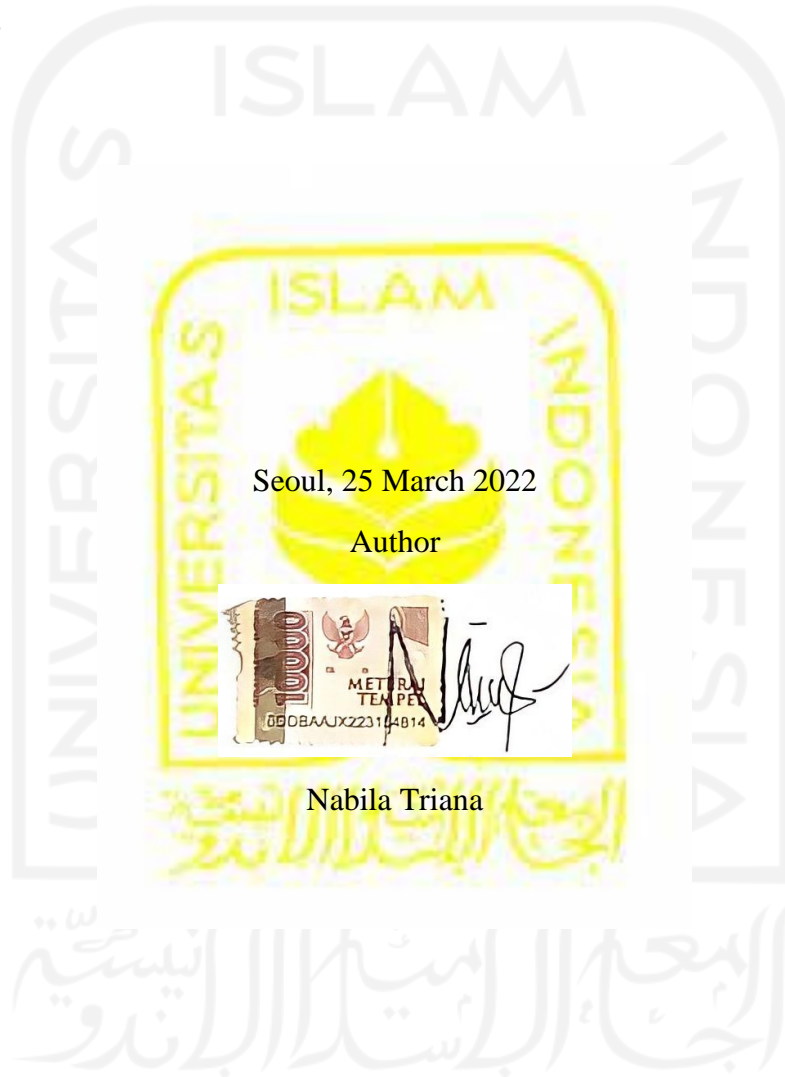

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PLAGIARISM-FREE STATEMENT PAGE

"I hereby declare that in this thesis there is no work that has been submitted by another person to obtain a bachelor's degree at a university, and to the best of my knowledge, there is no work or opinion that has ever been written or published by another person, except for what is written referred to in the manuscript this and is mentioned in the references. If it is later proven that the statement this is not true, I can accept any punishment/sanction according to the rules apply."

Seoul, 25 March 2022

Author

Nabila Triana

ADVISORS' APPROVAL

**THE INFLUENCE OF WORK LIFE BALANCE AND WORK DISCIPLINE
ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION**

AT PT.IMIP MOROWALI A THESIS

Written By:

Nabila Triana

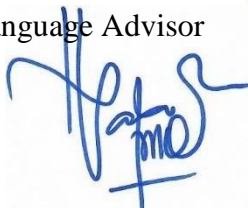Student Number: 18311389

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THE INFLUENCE OF WORK-LIFE BALANCE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AT PT. IMIP MOROWALI

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MOTTO PAGE

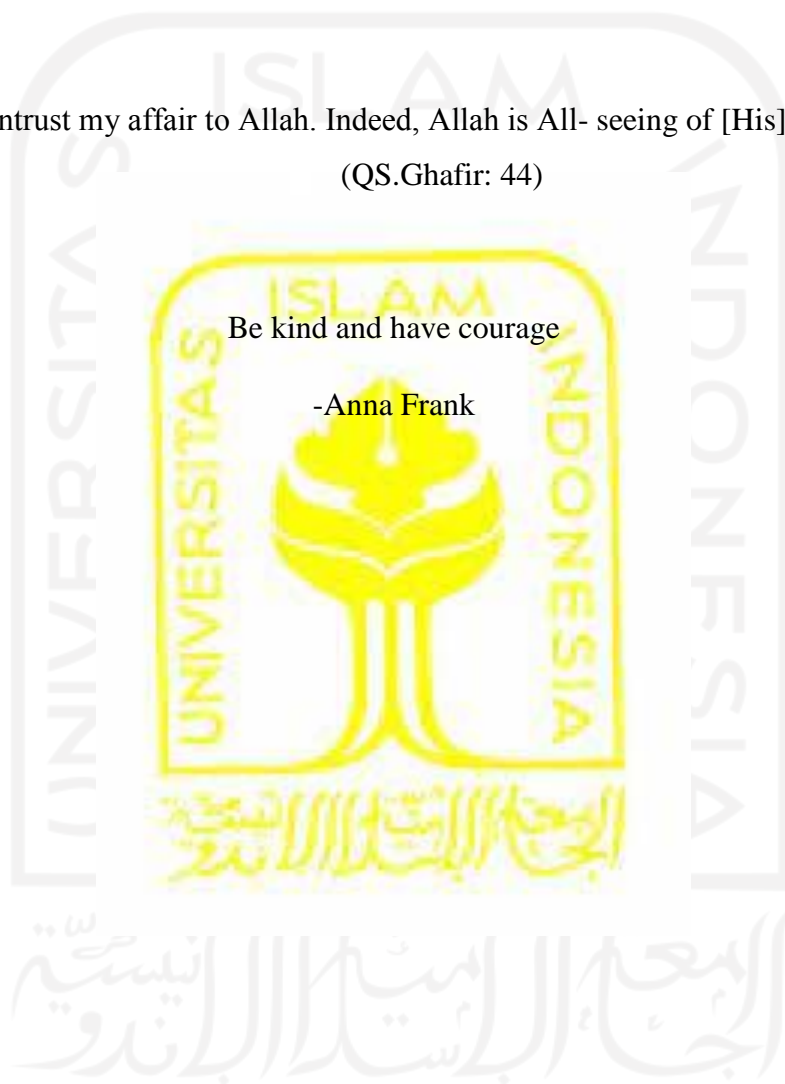"For indeed, with hardship [will be] ease, indeed, with hardship [will be] ease".

(QS. Al-Insyirah 94: 5-6)

"And I entrust my affair to Allah. Indeed, Allah is All- seeing of [His] servants

(QS.Ghafir: 44)

Be kind and have courage

-Anna Frank

The Influence of Work-Life Balance and Work Discipline on Employee Performance through Job Satisfaction at PT. IMIP Morowali
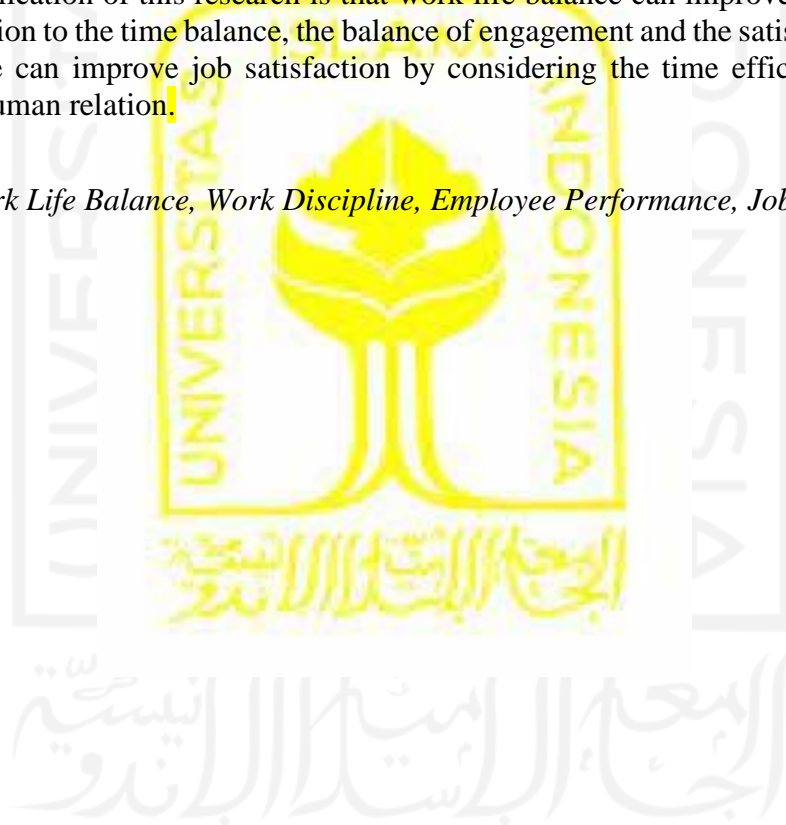
ABSTRACT

The aims of this study are to examine and analyze the influence of work-life balance and work discipline on employee performance through job satisfaction. This research was conducted at PT. Indonesia Morowali Industrial Park (IMIP) with population and sample of 75 employees of PT. IMIP. The data collection method is using a survey with a questionnaire via google form. Data analysis used simple linear regression analysis, multiple linear regression analysis and path analysis using SPSS 21 software.

The results of this study reveal that there is a positive and significant influence between work life balance on job satisfaction, work discipline on job satisfaction, work life balance on employee performance, work discipline on employee performance, job satisfaction on employee performance, and there is a job satisfaction influence that mediates the effect of work life balance on employee's performance.

The implication of this research is that work life balance can improve job satisfaction by paying attention to the time balance, the balance of engagement and the satisfaction balance. Work discipline can improve job satisfaction by considering the time efficiency, neatness, sanctions and human relation.

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

PREFACE

Assalaamu'alaikum Warahmatullahi Wabarakatuh

Alhamdulillahirabbil'alamin, Praise be to Allâh, the Merciful Lord who have given us the blessing grace, health, strength and His guidance, the author has finally completed a scientific paper in the form of a thesis which is a requirement in obtaining a bachelor's degree in the Management program, Faculty of Business and Economics, Universitas Islam Indonesia with the title "The Influence of Work Life Balance and Work Discipline on Employee Performance through Job Satisfaction". Shalawat and greetings to Rasulullah sallallaahu 'alaihi wasallam because of his blessing we have been and will be always on the straight path of Islam. The purpose of this research is to find out how the influence of work life balance and work discipline in creating employee's job satisfaction to maximize their performance in order to achieve company's goal. This research was conducted at PT. Indonesia Morowali Industrial Park. In the process of writing scientific papers in the form of this thesis, of course there are many obstacles, but with prayer, effort, and the support of people around, the author is very grateful to have overcome these obstacles. Therefore, the author does not forget to express the deepest gratitude to:

1. Allah SWT and Rasulullah SAW.

2. Ibu Ayah, My infinite love

3. My siblings, wherever they are in this part of the world

4. My Best friends and Ade Putra that goes through ups and down

6. Mrs. Andriyastuti Suratman, S.E., M.M., as a sincere supervisor in guiding my thesis

7. Prof. Fathul Wahid, S.T., M.Sc., Ph.D., as the Chancellor of Universitas Islam Indonesia

8. Prof. Dr. Jaka Sriyana, SE., M.Sc, As Dean of the Faculty of Business and Economics Indonesian Islamic University.

9. Mr. Arif Hartono, SE., MHRM., Ph.D, as the Head of the Management Department.

10. Mr. Anjar Priyono, SE., M.Sc., Ph.D, as Head of Management Study Program Degree program.

Of course, there are still many parties who cannot be mentioned in the written article this short. The author hopes that there will be input in the form of suggestions and criticisms that can build the author to be even better in the future.

Wassalamualaikum warahmatullahi wabarakatuh

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CHAPTER I
INTRODUCTION

1.1 Background

Along with the development and demands for high professionalism of the workforce, it requires institutions to employ a capable, efficient and productive workers. Now, companies need a compatible human resources to achieve company goals that can contribute effectively. The contribution of human resources is the main component in carrying out the operation of the company, therefore they must be empowered appropriately to achieve a competent human resources in their sector. It was also stated in previous research by Razak et al. (2018) that human resources are one of the sources that play an important role in the success of an organizational achievement, where the performance of an employee is needed both for the performance itself and for the success of the company as well. Yet, according to Dessler (2013) to achieve a well-perform human resources, it is necessary to have good human resource management through a process for acquiring, training, assessing, and matters relating to justice.

In today's competitive world of work, empowering employees is a must. Companies or organizations that do not empower their employees and close themselves to accept change will be left behind and will not survive. Empowering employees means giving responsibility and opportunities to carry out management functions, in order to encourage employees to work optimally with their performance and achieve job satisfaction. Previous research by Hustia (2021) revealed that, performance is the result of work in quality and quantity achieved by an employee in carrying out their functions in accordance with the responsibilities given to them. This is also supported by Krishnan et al. (2018) that the results of employee performance will also determine individual career paths in an organization. So, it can be said that the importance of empowering employee performance to achieve the goals of an organization.

According to Snell & Bohlander (2012), human resource management is a science that studies how to empower employees in the company, create jobs, work groups, develop employees who have the ability, identify an approach to be able to develop employee performance and reward them. for his efforts and work. Developing strong human resources is certainly needed to be able to achieve the company's own goals. By realizing that everyone has their own uniqueness and character, human resource management is also required to be able to maximize and develop human beings as effectively and efficiently as possible. With good human resources, developed, and maximized their potential will make the organization or company able to achieve the best version of themselves in the midst of today's competition (Suratman, 2020). Previous research by Ganaphati (2016) also explained that good human resource management will have a positive impact on the company concerned, because humans are the planners, actors, and determinants of the realization of organizational goals.

The level of measurement whether the company is successful or not can be determined by the performance of an employee. The performance of an organization has an important role and is very critical to discuss, because it will affect activities within the organization to achieve its goals. Employee performance has great potential to help the organization achieve its goals (Rustianingtyas et al., 2020). Employee performance according to Wirawan (2015) is described as a record of the results produced by functions or indicators of a job or career. With efficiency, the company will calculate the results to be achieved by determining the level of tasks completed by an individual, and these results can determine the effectiveness of the organization. Their engagement with the responsibility they have as an individual's purpose and focus energy will become an evident to other in the display of personal initiative, their adaptability, effort and the persistence towards achieving organizational goals (Amstrong, 2012). While the definition of Dessler (2008), employee performance is the result of work that has been achieved in quality and quantity by an employee or employees in carrying out their

duties in accordance with the responsibilities that have been given. So, it can be concluded that employee performance can be interpreted as a form of justice from an individual or group of individuals to be able to carry out their duties and complete them according to their responsibilities and with what is expected.

According to Bakan & Buyukbese (2017), employees who are satisfied with their work are likely to show high effort in their work. Robbins (2004) in his research defined that job satisfaction is the result of employees' perceptions of how well their work provides the things they consider important. Inuwa (2018) also mentioned that every company must be able to realize the importance of ensuring employee job satisfaction. Research conducted by Septiawati et al. (2020) stated that the leadership and management of the company must pay more attention to aspects of job satisfaction in accordance with employee expectations because a satisfied workforce becomes an absolute requirement for an organization to achieve a high level of performance progress. An individual with excellent performance is driven by a high level of job satisfaction in his work, because job satisfaction is one of the main issues of the organization. According to Handoko (2001), job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction reflects a person's feelings about his job. Sukdeo (2017) also said that the main requirement for employee satisfaction is a workplace that allows employees to perform their work at an optimal scale, in a helpful and pleasant environment. Employee satisfaction and the effect of employee satisfaction on productivity are all influenced by the work environment. Research conducted by Suratman et al. (2019) revealed that job satisfaction will create a positive atmosphere for employees which makes them better at work. This both variables have a straightforward relationship where job satisfaction are the variables that influence the employee performance, because when employees are comfortable with their job, they will gain a satisfaction feeling with the responsibilities given. And those who achieve job satisfaction will lead to affect their work

processes and and create a better performance for employees. So, it can be concluded that to increase employee productivity and performance, companies need to pay attention to employee job satisfaction because a higher level of job satisfaction leads to higher employee performance.

Nowadays, companies often provide an excessive number of tasks or work which results in decreased work productivity for employees. This shows that an individual has difficulty in balancing his personal life and work. In other words, work-life balance in a company is very important. The company must pay attention to the balance between the personal life and work life of its employees so that job satisfaction for employees is maintained. Matters related to work-life balance are a social responsibility for the organization towards its workers. Work and life balance is a state of balance in which the demands of a person's job and personal life are the same (Lockwood, 2003). In addition, according to previous research, Asepta et al. (2017) argued that work-life balance in the view of employees is a choice to manage work and personal obligations or responsibilities towards family. Meanwhile in the company's view, work-life balance is a challenge to create a supportive culture in the company where employees can focus on their job while at work.

According to the research finding conducted by Johari et al. (2017), Hidayat et al. (2017), Thevanes and Mangaleswaran (2018), Mendis et al. (20214), and Wolor et al. (2020) there is a strong influence between work-life balance and employee performance. When employees can balance their life between work and personal life, then they can be more productive at work, more motivated to carry out their responsibilities in the company, and can reduce stress in work. This will lead to improve employee's performance in achieving the company goals.

Based on research conducted by Kanwar (2018), Asepta and Maruno (2017), Ganaphati (2016), Pangemanan et al. (2017), and Pandey et al. (2020) obtained results that work-life balance has a significant positive effect on Job satisfaction. We can say that having a good work-life balance will create a high work ethic of an employee with good performance that guides them to gain the feelings of satisfaction with the work they have, and a sense of full responsibility both at work and in their personal life. With this high working spirit, employee will always be ready to give optimal performance to their job that leads to a satisfaction feeling of working.

Not only work-life balance that affects the success of the organization to ensure in achieving goals, but the organization must also enforce work discipline in improving the performance of employees because the discipline of an employee, shows their level of expertise to carry out their responsibilities as employees in a company they work for. Work discipline is one of the important factors in achieving success. The achievement of organizational goals is strongly influenced by the discipline possessed by every element in an organization because the employee is a person who is influenced by various factors. In this case the factors related to work discipline cannot be known with certainty which results in increasing employee discipline are not being able to be carried out effectively and efficiently. According to Subagja et al. (2020) in his research, good discipline is discipline that arises from a sense of devotion itself, while discipline that is not based on a sense of devotion is a false discipline. So employee discipline can be seen from the obedience or compliance of employees voluntarily to the rules and regulations that apply in an institution or agency. In another previous study, Mangkunagara et al. (2015) stated that the success of an organization is influenced by the organizational commitment of an employee by enforcing work discipline to carry out tasks in accordance with the responsibilities given to them. The higher the discipline of an employee, of course, shows their level of expertise to carry out their responsibilities as employees in their workplace.

Research conducted by Gustama et al.(2021), Razak et al. (2018), Prayogi et al. (2020), Esthi et al. (2019), and Dapu, Valensia (2015) shown that work discipline have a positive influenc on employee performance. Work discipline greatly affects the performance of employees within the company, because discipline is a form of training for employees in implementing company rules. The more work discipline implemented, then the higher the employee's work productivity and performance will be.

Previous study conducted by Budiranti et al. (2020), Winarsih et al. (2021), Purnamasari et al. (2021), Mangkunagara & Octorend (2015) and Sudiarditha et al. (2019) claim that work discipline gives positive influence on job satisfaction. It is now becoming clear that a work discipline which formed within the employees and company's regulation that reflects the work and responsibilities, can increase high working spirt and job satisfaction to achieve organizational goals.

In today's industrial world, it is closely related to work field and developed industrial machines. The more developed the industry, the more things that must be considered. One of the most important things in the industrial company is the occupational safety and health. PT. IMIP is a nickel-based industrial area with the longest industrial chain in the world, which main products are nickel, stainless steel and carbon steel. Being such big company, PT. IMIP should highly understand and aware of their employee safeties. Due to that, it is important for them having a clear and strong company regulations for employees to obey and have high work discipline in implementing their task and responsibilities. Through that, it will lead employees to perform better and gain satisfaction in executing their job.

Based on the background of the study 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"

1.2 Research Problem

1. Does work life balance have positive influence on job satisfaction?

2. Does work life balance have positive influence on employee performance?

3. Does work discipline have positive influence on job satisfaction?

4. Does work discipline have positive influence on employee performance?

5. Does job satisfaction have positive influence on employee performance?

6. Does the indirect influence, work life balance influence employee performance through job satisfaction?

7. Does the indirect influence, work discipline influence employee performance through job satisfaction?

?

1.3 Research purpose

1. To find out the influence of work life balance on job satisfaction.

2. To find out the influence of work life balance on employee performance.

3. To find out the influence of work discipline on job satisfaction.

4. To find out the influence of work discipline on employee performance.

5. To find out the influence of job satisfaction on employee performance.

6. To find out the indirect influence, work life balance influence employee performance through job satisfaction)

7. To find out the indirect influence, work discipline influence employee performance through job satisfaction)

1.4 Research Benefit

Researchers hope that there will be benefits after doing this research, including the following:

1. For Practitioners

The result of this study can be used by the practitioners as material for consideration, reference, and alternative recommendations to solved problems within organizations and things related to the variables used by researchers can be known further.

2. For Researchers

The results of this study can be a source of knowledge and new insights regarding HR issues related to the relationship between work life balance, work discipline, job satisfaction and employee performance. Researchers also hope that this study will be able to help in developing self-capability to conduct research in the future.

3. For Institutions

The result of this study can be used well for institutions as a reference or additional reference for other research in the future.

CHAPTER II

LITERATURE REVIEW

2.1 Previous Research

Past research is very important to use as a foundation for the preparation of this study. Their role is to find out the results that have been conducted by researcher's history, as well as an overview to support the research activities of the next. Previous research which has the same variable and are related to this researcher, are explained below:

2.1.1 The influence of work life balance on job satisfaction

1. Kanwar et al, (2018)

Kanwar et al, (2018). in their study entitled "Work–Life Balance And Burnout As Predictors Of Job Satisfaction In The IT-ITES Industry," stated that the purpose of this research is to investigate the influence of work-life balance and fatigue on job satisfaction in the context of the Information Technology (IT) and IT Enabled Services (ITES) industries. There were a total of 313 responders from both industries. The number of IT respondents was 191, whereas the number of ITES respondents was 122. According to the findings of this study, work-life balance and job satisfaction were much greater in the ITES group compare to the IT group. The findings of this study, work-life balance is positively associated to job satisfaction in the IT-ITES business. According to the regression analysis, work-life balance is the most significant predictor of job satisfaction in both group and subgroups. However, the contribution in the ITES group was substantially larger than in the IT group.

The similarity of this research with the research that will be conducted is by testing the Work life Balance and job satisfaction variables and using quantitative methods. This study also uses SPSS data analysis. The difference between this research and the research to be conducted is in the object of research, namely the previous

research was on the IT industry, while the research that will be conducted at nickel-based industrial area.

2. Asepta and Maruno (2017)

According to Asepta and Maruno (2017), in their research entitled "Analysis of the Effect of Work-Life Balance and Career Development on Job Satisfaction of Employees of PT. Telkomsel Tbk Branch Malang" elaborated he purpose of this research is to examine the impact of work-life balance and career advancement on job satisfaction. This study's sample size was 30 workers. The research has yielded results. T count = 2,588 for the T test between work-life balance and job satisfaction. In contrast, the T table (= 0.05 ; db residual = 27) is 2.052. Because T count > T table is 2.588 > 2.052, or T sig (0.015) = 0.05, work-life balance has a ssignificance influence on job satisfaction.

The similarity of this research with the research that will be conducted is by testing the work life balance and job satisfaction variables and using quantitative methods and will use SPSS to analyses the data. The difference between this research and the research that will be conducted is that this research uses career development as one of the independent variables, while the research that will be carried out uses discipline as the independent variable.

3. Ganaphati (2016)

Ganaphati (2016) in his research entitled the effect of "Work Life Balance on Employee Job Satisfaction," explained that his study aims to determine the effect of Work Life Balance on employee job satisfaction at PT. Bio Farma (Persero). The sample used by this study was 92 respondents and secondary data in the form of

documents from the company. According to the findings of this study, the balance of satisfaction has a significant impact on employee job satisfaction. While the balance of engagement and time does not have a significant impact on job satisfaction. On the balance of time, the thing that causes it to be insignificant is that there are still employees who are less disciplined in managing their time. In the balance of involvement that causes insignificant, employees realize that commitment to family is important while the division of responsibilities between family and work is not fulfilled by employees.

The similarity of this research with the research to be conducted is to examine the variables of work life balance and job satisfaction. The difference between this research and the research that will be conducted is the object of this research uses PLS data analysis while the future research will use SPSS.

4. Pangemanan et al, (2017)

Pangemanan et al, (2017:1-8) in their research entitled "The Effect of Work-Life Balance and Burnout on Job Satisfaction" explained that the study aims to examine the effect of work-life balance and burnout on employee job satisfaction at PT. Jasa Raharja (Persero) North Sulawesi Branch. The sample in this study were 32 respondents. The results of this study are from regression analysis, T test, and F test, there is a significant and positive effect between work life balance and job satisfaction. The similarity of this research with the research to be conducted is to examine the same variables, namely work life balance and job satisfaction, as well as on the object of a limited liability company.

The difference between this research and the research that will be conducted is that one of the independent variables is burnout, while the research that will be carried

out is work discipline and the future study will use SPSS data analysis, while this research conducted using PLS.

5. Pandey et al. (2020).

Pandey et al. (2020) with their title "Impact of work-life balance on job satisfaction of women doctors" elaborated that this study contributes to a better understanding of the influence of work-life balance on job satisfaction. The focuses was in the work-life balance of female doctors working in private hospitals in Jharkhand. To assess the association between the variables, regression analysis and the ANOVA test were performed. According to the findings of the study, work-life balance has a favorable influence on job satisfaction.

This study is similar to the one that will be done which will look at the factors of work-life balance and job satisfaction. The difference between this research and the research that will be conducted is the object of this research used is Anova data analyses, while the research that will be conducted use SPSS data analyses.

Table 2.1 Journal Review of The Influence of Work Life Balance (X$_1$) on Job Satisfaction (Z)

No.	Journal identity	Variable and theory	Result of analysis
1.	Kanwar et al, (2018:1-12) "Work–Life Balance And Burnout As Predictors Of Job Satisfaction In The IT-ITES Industry". Journal of Business Perspective, Vol. 13 l No.	Work Life Balance **(McDonald and Bradley 2005):** 1. Time balance 2. Balance of engagement 3. Satisfaction balance	The results of this study are the work life balance variable with employee performance, there is a positive relationship.

		Job Satisfaction **Luthans (1995)** 1. Payment 2. Jobs 3. Promotional opportunities 4. Suervisor 5. Co-Workers	
	2 1 **Sample:** 313 employees **Analysis tools:** SPSS **Metode:** Quantitative	Job Satisfaction **Luthans (1995)** 1. Payment 2. Jobs 3. Promotional opportunities 4. Suervisor 5. Co-Workers	
2	Asepta and Maruno (2017) "Analysis of the Effect of Work-Life Balance and Career Development on Job Satisfaction of PT.Telkomsel, Tbk Branch Malang Employees" Jurnal JIBEKA, Volume 11 No. 1 **Sample:** 30 employees **Analysis tools:** SPSS **Metode:** Quantitative	Work Life Balance (**McDonald and Bradley 2005):** 1. Time balance 2. Balance of engagement 3. Satisfaction balance Job Satisfaction (**Robbins 2007):** 1. Satisfaction with Salary 2. Satisfaction with the work itself 3. Satisfaction with Boss's Attitude 4. Satisfaction with Coworkers 5.Satisfaction with Promotion	The results of this study have the results of the T test and the simultaneous F test, that work life balance significantly affects job satisfaction
3 .	Ganaphati (2016: 125-135) "Work Life Balance on employee job satisfaction" Ecodemica, Vol. IV No.1 **Sample:** 92 people **Analysis tools:** PLS **Metode:** quantitative	Work life balance (**McDonald and Bradley 2013):** 1. Time balance 2. Balance of engagement 3. Satisfaction balance Job Satisfaction (**Sutrisno 2010):** 1. Psychological factors 2. Social factors 3. Physical factors 1. 4. Financial factors,	The results of the study are partially, the balance of satisfaction has a significant influence on employee job satisfaction. While the balance of involvement and balance of time does not significantly affect job satisfaction.

4.	Pangemanan et al, (2017:1-8) "The Effect of WorkLife Balance and Burnout on Job Satisfaction" Independent: Work life balance, burnout Jurnal Administrasi Bisnis (Jab), 5(003) **Sample: 3**2 people **Analysis tools:** PLS **Metode:** quantitative	work-life balance **McDonald et al. (2005)** 1. Time balance 2. involvement balance 3. satisfaction balance Job Satisfaction Luthans (2006): 1. The work itself, 2. Salary, 3. Promotion opportunity, 4. Supervision, 5. Colleagues,	The results of this study are from regression analysis, T test, and F test, there is a significant and positive effect between work life balance and job satisfaction.
5.	Pandey et al. (2020) "Impact of work-life balance on job satisfaction of women doctors. **Problems and Perspectives in Management, 14(2)** **Sample:** 200 employees **Analysis tools:** anova **Metode:** Quantitative	Work Life Balance **Greenhaus and colleagues (2003)** 1. time balance 2. psychological involvement balance 3. satisfaction balance. Job Satisfaction (**Locke 1976**): 1. Appreciation 2. Communication 3. co-workers, 4. fringe benefits, 5. job condition 6. nature of the work 7. organization 8. personal growth, 9. policies and procedures, 10. promotion opportunities, 11. recognition, 12. security, 13. supervision	The study has found that work-life balance has positive impact on job satisfaction.

2.1.2 The Influence of Work Life Balance on Employee Performance

1. Johari et al, (2017)

Johari et al, (2017:107-120) in his research entitled "Autonomy, Workload, Work-Life Balance and Job Performance Among Teacher," said that the purpose of this study is to investigate the impact of autonomy, workload, and work-life balance on teacher job performance. This study's sample included 302 instructors as responders. According to the study's findings, work-life balance has a significant relationship with employee work performance.

The equation of this research with the research to be conducted is using quantitative methods and testing work life balance variables and employee performance. The difference between this research and the research that will be conducted is this research using PLS while the future research will use SPSS to analyze the data.

2. Hidayat et al. (2017)

Hidayat et al, (2017 in his research entitled "The Effect of Work Life Balance on Work Stress and Employee Performance at (PT. Pln (Persero) P2b APB West Java" showed that their study aims to determine whether there is an effect of Work Life Balance on Work Stress and Employee Performance at PT. PLN Persero. This study uses employees as a sample of 59 people. The result of this research is that there is a correlation of the Work Life Balance (X) variable with Employee Performance (Y) of $r = 0.826$, from this correlation there is a very strong relationship in a positive direction, if the work life balance increases then the performance also increases.

This research is similar to the research to be carried out in that it applies quantitative methods and investigates the same factors as the research to be carried out, namely work-life balance and employee performance, as well as data analysis using SPSS. The difference between this study and the one that will be undertaken is that

current study employs two dependent variables, one of which is job stress, but the research that will be conducted employs just one dependent variable, namely employee performance.

3. Thevanes and Mangaleswaran (2018)

Thevanes and Mangaleswaran (2018:2319-7668) in their research entitled "Relationship between Work-Life Balance and Job Performance of Employees," elaborated that the purpose of this study is to address a vacuum in empirical information about the link between work-life balance and performance. This study's sample included 166 workers from several private banks in Sri Lanka's Batticaloa district. According to the findings of this study, there is a strong and favorable association between work-life balance and employee performance.

The equation of this research with the research that will be conducted is to examine the work life balance and employee performance variables as well as the data analyses using SPSS. The difference between this research and the research that will be conducted is on the object of research, this research is on a bank, while the research will be conducted in nickel-based Industries.

4. Mendis et al. (20214)

Mendis, et al. (2014) in their research with title " Relationship between work life balance and employee performance: With reference to telecommunication industry of Sri Langka" explained that the primary goal of this study is to conduct research on the Sri Lankan telecommunications sector and identify the influence of work-life balance on employee performance. This study's target demographic is executive level married personnel in Sri Lanka's telecommunications industry. The Cluster Sampling

approach was employed in this inquiry to choose two prominent businesses in the telecommunications industry, with a sample size of 100. The questionnaire approach was used to collect data. The data was examined using the SPSS 20.0 program to determine the association between factors. The study's findings show that there is a substantial association between work-life balance and employee performance. This relationship is positive and has significant level.

The similarity of this study and the study will be conducted is that, both uses the same variables which are work life balance and employee peformance as well as the analyzing the data use SPSS 20.0. The difference is that, this study focuses on telecommunication industry as the research object, while the research that will be conducted is in nickel-based industires.

5. Wolor et al. (2020)

This study aims to add insight into the effectiveness of e-training, e-leadership, work-life balance, and work motivation on millennial generation employees' performance in today's work life amid the outbreak of the COVID-19 pandemic that requires to work more online. The population in this study are millennial generation employees at one of Honda motorcycle dealers in Jakarta, Indonesia. The number of samples collected was 200. The sampling technique used is the side probability method, with proportional random sampling technique. The research method used is an associative quantitative approach through survey methods and Structural Equation Modeling. The results of this study show, first, that e-training, e-leadership, and work-life balance have positive effect on work motivation. Second, e-training, e-leadership, work-life balance, and work motivation have positive effect on employees' performance.

Table 2.2 Journal Review The Influence of Work Life Balance (X₁) on Employee Performance (Y)

1.	Johari et al, (2017:107-120) "Autonomy, Workload, Work-Life Balance and Job Performance Among Teachers" **International Journal of Educational Management,** Vol. 32 Issue: 1, pp.107-120, **Sample:** 302 employees **Analysis tools:** PLS **Metode:** Quantitative	Work life balance **(Clark 2000):** 1. Similarities of the work and family domains 2. strength of the boundaries Employee performance: **Robins and Judge (2015):** 1. motivation 2. compensation	Based on the results of the study, it is proven that work life balance has a significant relationship with employee work performance.
2.	Hidayat et al, (2017 "The Effect of Work Life Balance on Work Stress and Employee Performance at (PT. Pln (Persero) P2b APB West Java)." **Sample: 59** employees **Analysis tools:** SPSS **M etode:** Quantitative	Work life balance **McDonald dan Bradley 2013):** 1. Time balance, 2. engagement and 3. satisfaction. Employee performance: **(Wirawan 2007):** 1. work, 2. work behavior, 3.and personal nature.	The results of this study are the work life balance variable with employee performance, there is a positive relationship.
3..	Thevanes and Mangaleswaran (2018:2319-7668) "Relationship between Work-Life Balance and Job Performance of Employees." **Journal Of Business And Management Volume 20, Issue 5. Ver. I** **Sample: 59** employees **Analysis tools:** univariate and bivariate	Work Life Balance **Greenhaus and colleagues (2003)** 1. time balance 2. psychological involvement balance 3. satisfaction balance. **Employee performance:** (Donni, 2016). 1. Job quantity 2. Quality of work 3. Independence 4. initiative	The results of this study are work life balance has a positive effect on employee performance

		5. Adaptability Cooperation	
	Metode: Quantitative		
4.	Mendis, et al. (2014) Relationship between work life balance and employee performance: With reference to telecommunication industry of Sri Langka" **Kelaniya Journal of HRM V.9 No.1** **Sample:** 100 employees **Analysis tools:** SPSS 20.0 **Metode:** Quantitative	Work Life Balance,(**Russel and Bowman, 2000):** 1. Work Centered Life 2. Family Centered Life Employee performance (**werther and davis 1985):** 1. Skills 2. Competency requirements 3. Development plan 4. Delivery of results	Finding of the study reveal that there is a strong relationship between work life balance and employee performance. This relationship is positive and has significant level.
5.	Wolor et al. (2020) Effectiveness of E-Training, E-Leadership, and Work Life Balance on Employee Performance during COVID-19 **Sample:** 200 employees **Analysis tools:** Structural Equation Modeling **Metode:** Quantitative	Work Life Balance: **Mangkunegara (2015):** 1.Quality 2.Quantity 3.Reliability in the Implementation of tasks, 4. Attitude. Employee Performance **Bataineh, 2019** 1. Achievement 2. happiness	The results of this study show that work-life balance have positive effect on employees' performance

2.1.3 The influence of Work Discipline on Job satisfaction

1. Budiranti et al. (2020)

Budiranti et al. (2020) in their research entitled "The Influence of Work Discipline, Motivation, Job satisdfaction and the Work Environment on the

Performance of Contract Employees" elaborated that the purpose of this study is to investigate the impact of work discipline, motivation, job satisfaction, and work environment on the performance of contract employees at the Bank Rakyat Indonesia Mataram Branch Office. This study's population consisted of all contract employees at the BRI Mataram Branch Unit, a total of 35 persons. Respondents are drawn from the entire population. The study's results utilizing the t test factors of work discipline, motivation, job satisfaction, and work environment revealed a significant value less than 0.05, indicating that the variables of work discipline, motivation, job satisfaction, and work environment influence employee performance.

The equation of this research with the research that will be conducted is to examine the work discipline and job satisfaction variables, and uses SPSS application for the hypothesis test. The difference between this research and the research that will be conducted is on the object of research, this research is on a bank, while the research will be conducted on nickel-based industries.

2. Winarsih et al. (2021)

Winarsih et al. (2021) in their research entitled "The Effect of Job Satisfaction on Organizational Commitment and Work Discipline" explained that this study investigated the impact of job satisfaction on organizational commitment and work discipline, as well as the impact of organizational commitment on work discipline. This research included STIE YAPAN Surabaya professors. The data analysis utilized in this research was path analysis, which was followed by confirmatory factor analysis to confirm the indicators that defined the construct or variable. The findings of confirmatory factor analysis demonstrated that all of the indicators utilized in this study were not removed, and that all of the indicators could explain the variables job

satisfaction, organizational commitment, and work discipline. The results of path analysis explained that job satisfaction affects work discipline.

The similarity of this research with the research to be carried out is to use quantitative methods and this study examines the same variables as the research to be carried out, namely work discipline and job satisfaction as well as the data analyses use SPSS. The difference between this research and the research that will be conducted is that this study uses two dependent variables, one of which is work stress, while the research that will be carried out is only one dependent variable, namely employee performance.

3. Purnamasari et al. (2021)

Purnamasari et al. (2021) with their title "The Effect Of Career Development And Work Discipline to Job Satisfaction of Programming Department Employees at Pt. X" explained that the goal of this study was to see how career development and work discipline affected the work of programming staff at PT. X, one of Indonesia's private television channels based in Jakarta. This study's population was 116 people, and the sampling method employed was saturation sampling, hence the number of samples was also 116 persons. The multiple linear regression analysis approach was employed to analyze research data in this study. Work Discipline has a considerable positive effect on work, either separately or jointly, according to the findings. This implies that if there is an increase of employees' work discipline, the job satisfaction felt by employees will likely to increase

The similarity of this research with the research to be conducted is to examine the variables of work life balance and job satisfaction as well as the data analyses use SPSS.

4. Mangkunagara & Octorend (2015)

Effect of Work Discipline, Work Motivation and Job Satisfaction on Employee Organizational Commitment in the Company (Case Study in PT. Dada Indonesia). This study analyzed the influence of Work Discipline, Work Motivation and Job Satisfaction on Organizational Commitment employees in staffing levels. Object of this study is the level of staff employees at PT. Dada Indonesia. The research problem refers to the phenomenon of the data on the PT. Dada Indonesia. This researched used Proportional Random Sampling. The study used 148 respondents and the overall level of staff respondents were employees of PT. Dada Indonesia. The results of this study show them that Work Discipline has positive effect on Organizational Commitment. Work Motivation has positive effect on Organizational Commitment. Job satisfaction has positive influence on Organizational Commitment.

The similarity of this research with the research to be carried out is to use quantitative methods and this study examines the same variables as the research to be carried out, namely work discipline and job satisfaction.

5. Sudiarditha et al. (2019)

Sudiarditha et al. (2019) in their research with title "Compensation and Work Discipline on Employee Performance with Job Satisfaction as Intervening" said that thiis study aims to determine the effect of compensation and work discipline on employee performance through job satisfaction as an intervening. The sample was taken, 200 respondents. Primary data and analyzed using Structural Equation Model (SEM). The results showed that compensation and work discipline had a positive and significant effect on employee performance through job satisfaction as an intervening. The findings of this study prove that compensation and work discipline have a positive

and significant effect on job satisfaction, which can further improve employee performance.

The equation of this research with the research that will be conducted is to examine the work discipline and job satisfaction variables. The difference between this research and the research that will be conducted is on the object of research, this research is on a manufacture industries. while the research will be conducted on the characteristic.

Table 2.3 Journal Review of The Influence of Work Discipline (X₂) on Job Satisfaction (Z)

1.	Budiranti et al. (2020) "The Influence of Work Discipline, Motivation, Job satisdfaction and the Work Environment on the Performance of Contract Employees.
	
	International Journal Of Multicultural And Multireligious Understanding.
	
	Sample: 32 employees
	Analysis tools: PLS
	Metode: Quantitative
		Job Satisfaction **(Mangkunegara, 2006):**
		  1. Workload
		  2. compensation system,
		  3. career development
		  4. superior attitudes
		  5. Coworker relationships.
		
		Work Discipline **Hasibuan, 2005**
		1. Time efficiency
		2. Firmness
		3. Sanctions
		4. Human relations
			The results of the study shows that work discipline,and job satisfaction have an effect on employee performance.

2.	Winarsih et al. (2021) The Effect of Job Satisfaction on Organizational Commitment and Work Discipline
	
	Budapest International Research And Critics Institute (Birci-Journal): Humanities And Social Sciences. 4
		Job satisfaction **(James Boles et al. 2007):**
		  1. Job itself,
		  2. salary,
		  3. supervision,
		  4. promotion,
		  5. work relations.
		
		Work Discipline **Hasibuan, 2005**
			The results of path analysis (path analysis) explained that job satisfaction affects work discipline.

		1. Time efficiency 2. Firmness 3. Sanctions 4. Human relations	

3.	Purnamasari et al. (2021) The Effect Of Career Development And Work Discipline To Job Satisfaction Of Programming Department Employees At Pt. X
	
	Jurnal Dinamika Manajemen Dan Bisnis. 4. 139-162.
	
	Sample: 116 employees
	Analysis tools: SPSS
	Metode: Quantitative
		Work Discipline (**hamid and Riyanto 2020**):
		
		   1. Regulation
		   2. Action
		
		Job Satisfaction **Luthans (2006)**
		1.Payment
		2.Jobs
		3.Promotional opportunities
		4.Suervisor
		5.Co-Worke
			The results showed that Work Discipline had a significant positive effect on work, either separately or simultaneously.

4.	Mangkunagara & Octorend (2015)
	Effect of Work Discipline, Work Motivation and Job Satisfaction on Employee Organizational Commitment in the Company (Case Study in PT. Dada Indonesia).
	
	Sample: 116 employees
	Analysis tools: SPSS
	Metode: Quantitative
		Work discipline (**Pacitti. 2011**):
		
		   1. frequency of attendance
		   2. Obedience At Work Standard
		   3. Obedience In Regulation
		   4. Work ethics
		Job satisfaction (**Mangkunagara 2013**)
		1.Satisfaction with the boss
		2. work environment
		3.co-workers
		4. promotion
		5. The work itself
		6.salary
			The results of this study show them that Work Discipline has positive effect on Organizational Commitment. Work Motivation has positive effect on Organizational Commitment. Job satisfaction has positive influence on Organizational Commitment.

5.	Sudiarditha et al. (2019) "Compensation and Work Discipline on Employee Performance with Job Satisfaction as Intervening" **Trikonomika Volume 18, No. 2** **Sample:** 200 employees **Analysis tools:** SEM **Metode:** Quantitative	Work Discipline: **(Hasibuan 2004)** timely attendance, timeliness of completing work, obeying work regulations, carrying out work procedures, and using office equipment properly. Jobsatisfaction (**Luthans,2006**): work itself supervision workers promotion, pay	The findings of this study prove that work discipline have a positive and significant effect on job satisfaction,

2.1.4 The Influence of Work Discipline on Employee Performance

1. Gustama et al.(2021).

   Gustama et al.(2021). With the title "The influence of work discipline and work stress on employee performance (Case study at CV Rimba Jaya)" explained that the purpose of this research is to investigate how the description of work discipline, work stress, and employee performance, as well as the effect of work discipline and work stress on employee performance at CV Rimba Jaya. The participants in this study were CV Rimba Jaya workers. In this study, a non-probability sampling approach was combined with a saturation sampling technique, yielding a total of 65 persons. Multiple linear regression analysis was done in this study with the Statistical Package for Social Sciences (SPSS) Version 25.00. Work discipline has an influence on employee performance at CV Rimba Jaya, according to the findings. The extent of work discipline's effect on employee performance is 74.6 percent.

The similarity of this research with the research to be conducted is to examine the variables of work life balance and job satisfaction as well as the using of SPSS in the data analyses.

2. Razak et al. (2018).

Razak et al. (2018), with the research entitled "Effect of Leadership Style, Motivation, and Work Discipline on Employee Performance in PT. ABC Makassar", explained that the purpose of this study was to determine the leadership style, motivation, work discipline and employee performance at PT. ABC Makassar. The research method used is a survey research method. The type of data/information used is primary data with data collection techniques by observation, questionnaires and study library studies. The population of this study were all employees of PT. ABC Makassar numbered 50 people.

The findings from this research are leadership style, motivation, work discipline and employee performance of PT. ABC Makassar is included in the fairly good category, so it still needs attention, improvement and improvement. At the same time, the influence of leadership style, motivation and work discipline has a significant effect on employee performance. Partially only work discipline has a positive and significant effect on employee performance, while leadership style and motivation have no significant effect on employee performance, but has a positive effect on employee performance. Work discipline has the greatest influence on employee performance.

The similarity between this research and the research that will be conducted is that there are variables to be studied, namely work discipline and employee performance. The difference from this research is that it uses validity and reliability tests for data collection, while the research to be carried out uses SPSS.

3. Prayogi et al. (2020).

   Prayogi et al. (2020) with their research entitled "The Influence of Communication and Work Discipline to Employee Performance" elaborated that the purpose of this study was to investigated the impact of communication and discipline on employee performance at PDAM Tirtanadi in North Sumatra Province. This research takes an associative method, examining the link or effect between independent factors and the dependent variable. The sample size for this study was 74 employees of PDAM Tirtanadi North Sumatra Province. The findings of this study partially communicate a positive and significant influence on employee performance.

   The similarity between this research and the research that will be conducted is that there are variables to be studied, namely work discipline and employee performance. The difference from this research is that it uses validity and reliability tests for data collection, while the research to be carried out uses SPSS.

4. Esthi et al. (2019)

   Esthi et al. (2019) with their title The Influence of Work Training, Competence And Discipline Of Work On Employee Performance" explained that his study aims to determine how much influence the job training, competence and work discipline on employee performance at PT. Lestarindo Perkasa. This type of research is quantitative. With a population of employees at PT. Lestarindo Perkasa and sampling with saturated sampling techniques with a total sample of 75 respondents with the data collection including observation, questionnaire distribution and study of literature. The analytical methods used are validity test, reliability test, classic assumption test, multiple linear analysis and hypothesis testing. Work discipline variables obtain the results of t test

with a calculated value of 2.159 and a significant value of 0.034, which means the third hypothesis is accepted and shows that there is a positive and significant influence between work discipline on employee performance and it can be concluded that the contribution of work training, competence and work discipline to employee performance together is 34.7%

The similarity between this research and the research that will be conducted is that there are variables to be studied, namely work discipline and employee performance. The difference from this research is that it uses validity and reliability tests for data collection, while the research to be carried out uses SPSS.

5. Dapu, Valensia (2015)

Dapu, Valensia in her research with title "The Influence of Work Training, Competence and Discipline of Work on Employee Performance In Pt. Lestarindo Perkasa" mentioned that this study aimed to analyze the influence of Work Discipline, Leadership and Motivation on Employee Performance PT. Trakindo Utama Manado. This study uses associative method using questionnaires and multiple regression analysis. Data collected through questionnaire distributed to 60 employees of PT. Trakindo Utama Manado. The analysis showed jointly work Discipline affect Employee Performance. Discipline affects positive and significant impact on Employee Performance.

The similarity of this research with the research to be conducted is to examine the variables of work life balance and job satisfaction as well as the data analyses use SPSS.

Table 2.4 Journal Review of The Influence of Work Discipline (X$_2$) on Employee Performance (Y)

1.	Gustama et al.(2021). "The influence of work discipline and work stress on employee performance (Case study at CV Rimba Jaya)" **Technium Social Sciences Journal Vol.16** **Sample:** 65 employees **Analysis tools:** SPSS **Metode:** Quantitative	Work Discipline **(Sutrisno, 2016:94)** 1. Obey the rules of time 2. Obey the rules / agencies 3. Obey the rules of conduct in the work 4. Obey other regulations in the organization Employee Performance **(Bernardin and Russell,1990)** 1. Quality 2. Quantity 3. Timeliness 4. Cost effectiveness 5. Need for supervision 6. Interpersonal impact	The results showed that work discipline have an effect on employee performance at CV Rimba Jaya. The magnitude of the influence of work discipline on employee performance is 74.6%.
2.	Razak, et al (2018). Effect of Leadership Style, Motivatin, and Work Discipline on Employee Performance in PT. ABC Makassar **International Review of Management and Marketing, 2018, 8(6), 67-71.** **Sample:** 60 employees **Analysis tools:** validity and reability test **Metode:** Quantitative	work discipline **Hasibuan, 2008** 1.Goals and Abilities 2.Examplary Leadership 3.Remuneration 4.Fairness 5.Alert 6.Sanction 7.Leadership fairness 8.Human relations **Employee performance:** (Donni, 2016). 1. Job quantity 2. Quality of work 3. Independence 4. initiative 5. Adaptability 6. Cooperation	The influence work discipline has a significant effect on employee performance. Partially, only work discipline has a positive and significant effect on employee performance.
3.	Prayogi et al. (2020). The Influence of Communication and Work Discipline to Employee Performance	Employee Performance **Serdamayanti 2014.** 1) Job performance, 2) Skills, 3) Behaviour, 4) Leadership Work Discipiline 1) The purpose and	The findings of this study partially communicate a positive and significant influence on employee performance.

		capabilities 2) Exemplary Leadership, 3) Reply Services 4) justice 5) Supervision Attached 6) Penalties 7) firmness	
4.	Esthi et al. (2019) The Influence of Work Training, Competence And Discipline Of Work On Employee Performance **Journal of Reseacrh in Business, Economics, and Education Volume 1 Issue 2** **Sample:** 75 employees **Analysis tools:** SPSS 22 **Metode:** Quantitative	Work Discipline (**Rivai 2005**): 1. Attendance 2. Compliance 3. Compliance with Work Standards 4. High level of vigilance 5. Ethical Work Employee Performance **Mangkunegara (2009):** 1. Quality 2. Quantitiy 3. Execution 4. Responsibility	There is a positive and significant influence between Work Discipline on Employee Performance
5.	Dapu, Valensia (2015) "The Influence of Work Training, Competence and Discipline of Work on Employee Performance In Pt. Lestarindo Perkasa". **Jurnal EMBA Vol.3** **Sample:** 60 employees **Analysis tools:** SPSS **Metode:** Quantitative	work discipline (**Robbins (1984):** responsibility, attitude, behavior and action of an employe Employee Performance **Serdamayanti 2014**. 1) Job performance, 2) Skills, 3) Behaviour, 4) Leadership	The analysis showed jointly work Discipline affect Employee Performance. Discipline affects positive and significant impact on Employee Performance

2.1.5 The Influence of Job Satisfaction on Employee Performance

1. Miao and Kim (2010)

   Miao and Kim (2010:257-264) conducted a study named "Perceived Organizational Support, Job Satisfaction and Employee Performance: An Chinese

Empirical Study." This study aims to investigate the generalizability of perceived organizational support and job satisfaction as positive correlations of employee performance in China. The sample of this study used 130 respondents. According to the findings of this study, job satisfaction is strongly influenced with work performance ($r = 0.34$, p 0.001).

The equation of this research with the research that will be conducted is using quantitative methods and using related variables, namely job satisfaction and employee performance. The difference between this research and the research that will be conducted is that this research uses zero-sequence correlation data analysis and hierarchical regression analysis, while the research that will be carried out uses SPSS data analysis and this study uses job satisfaction as an independent variable, while the research that will be carried out uses job satisfaction as a intervention variable.

2. Berliana et al, (2018)

Berliana et al, (2018:41-46) in their research has the title "The Model of Job Satisfaction and Employee Performance," mentioned that the purpose of this study is to determine and assess remuneration compensation, job satisfaction, and performance, as well as the influence of remuneration compensation and job satisfaction on the performance of PT. ABC workers, either concurrently or partially.The sample in this study was 50 people. According to the findings of this study, there is a positive correlation between employee performance and job satisfaction. The concept that employee boundaries incorporate performance feedback, including that given by customers, as a measure of work-related well-being and hence as a source of job satisfaction is consistent with the positive direct influence of performance on satisfaction.

The equation of this research with the research to be conducted is to examine the variable of job satisfaction on employee performance as well as using SPSS to analyzed the data. The difference between this research and the research that will be conducted is that this research uses job satisfaction as an independent variable. The research that will be conducted is job satisfaction as an intervening variable.

3. Febriyana (2015

Febriyana (2015:1-8) in a study entitled "The Effect of Job Satisfaction on Employee Performance at PT. Kabepe Chakra," mentioned that this study has a purpose to discover how strong job satisfaction is, how high employee performance is, and how much job satisfaction affects employee performance. This study's sample size is 678 workers. According to the findings of this study, job satisfaction has a significant influence on employee performance, as determined by SPSS analysis.

The similarity of this research with the research to be conducted is the object of the research, namely in a limited liability company, and testing job satisfaction with employee performance. The difference between this research and the research that will be conducted is that this research uses SPSS data analysis, the research that will be carried out is PLS.

4. Badrianto and Ekhsan (2020)

Research conducted by Badrianto and Ekhsan (2020) in title "Effect of Work Environment And Job Satisfaction On Employee Performance In Pt. Nesinak Industries". This study is to examine the effect of work environment and job satisfaction on employee performance at PT. Nesinak Industries. The sample in this study amounted to 88 respondents who worked in the production department. This research uses

quantitative methods. Data analysis method used is multiple linear regression analysis method. Based on the results of the t test (partial) and f test (simultaneous) of this study, showed that the variable work environment and job satisfaction bring a positive and significant effect on employee performance partially and simultaneously.

There are similarities and differences in this research, where the similarities are the use of the job satisfaction and employee performance variables. The difference is if the previous research was conducted in food sector, while future research will be in the banking sector.

5. Razak et al. (2018)

Research conducted by Razak et al. (2018) entitled "Influence of Promotion and Job Satisfaction on Employee Performance", aims to determine the effect of promotion and job satisfaction on the performance of employees at government offices in Makassar. This research uses quantitative methods and the sample used is 50 employees at government offices in Makassar. Analysis tools used is Path Analysis. From the research process, they find a conclusion that the is a significance influence between job satisfaction and performance. There are similarities between previous research and the research that the researchers will do, namely performance-dependent analysis employee (Y) and job satisfaction intervening variable (Z). There are also ifference research that will be carried out with previous research, namely location different studies, previous studies were conducted at service offices treasury while research that will be conducted focus on the banking sector. The second difference lies in the analytical tool used, where the researcher is going to use SPSS.

There are similarities and differences in this research, where the similarities are the use of the job satisfaction and employee performance variables. The difference is

the previous research was conducted in government sector, while future research will be in the banking sector. Yet, the previous research was using SPSS, while this research will be using PLS method.

Table 2.5 Journal Review of The Influence of Job Satisfaction (Z) on Employee Performance (Y)

1.	Miao and Kim (2010:257-264 "Perceived Organizational Support, Job Satisfaction and Employee Performance: An Chinese Empirical Study." **J. Service Science & Management, 2010, 3, 257-264** **Sample:** 130 employees **Analysis tools:** sequence correlation and hierarchical regression analysis **Metode:** Quantitative	Employee Performance (**Organ's 1988):** 1. Helping behaviors, 2. Courtesy, 3. Conscientiousness 4. Civic virtue. **Job satisfaction:** Malthis (2008): 1. Enjoys the work 2. Loves the work 3. Work morale 4. Discipline 5. Work performance	The result of this study is that job satisfaction is positively correlated with employee performance (r = 0.34, p < 0.001).
2.	Berliana et al, (2018:41-46) "The Model of Job Satisfaction and Employee Performance. **Sample:** 50 employees **Analysis tools:** SPSS **Metode:** Quantitative	**(Mangkunegara, 2006):** 1. Workload 2. compensation system, 3. career development 4. superior attitudes 5. Coworker relationships **Employee Performance:** Mangkunegara (2004) Work quantity, work quality, responsibility, creativity, initiative	The results of this study are job satisfaction has a significant direct effect on employee performance

3.	Febriyana (2015:1-8) "The Effect of Job Satisfaction on Employee Performance at PT. Kabepe Chakra." **Sample:** 678 employees **Analysis tools:** SPSS **Metode:** Quantitative	**(Mangkunegara, 2006):** 6. Workload 7. compensation system, 8. career development 9. superior attitudes 10. Coworker relationships **Employee Performance:** Mangkunegara (2004) Work quantity, work quality, responsibility, creativity, initiative	The results of this study are job satisfaction has a positive effect on employee performance
4	Badirianto, and Ekhsan(2020) Effect Of Work Environment And Job Satisfaction On Employee Performance In Pt. Nesinak Industries **International Journal of Business, Management, and Accounting** **Sample:** 88 respondents **Analysis tools:** linear regression analysis method **Metode:** qualitative	**Job satisfaction:** Malthis (2008): 6. Enjoys the work 7. Loves the work 8. Work morale 9. Discipline 10. Work performance **Employee performance:** (Donni, 2016). 1. Job quantity 2. Quality of work 3. Independence 4. initiative 5. Adaptability 6. Cooperation	The results howed that the variable job satisfaction bring a **positive and significant** effect on employee performance partially and simultaneously
5.	**Razak et al. (2018)** Influence of Promotion and Job Satisfaction on Employee Performance Journal of Accounting, Business and Finance Research Vol.3, No.1 **Sample**: 50 employee **analysis tool:** Path Analysis **Metode:** Kuantitatif	**Job satisfaction:** Robbins (2003) Vertical mutations, horizontal mutations **Employee Performance:** Mangkunegara (2004) Work quantity, work quality, responsibility, creativity, initiative	The result shows that the job satisfaction has the **positive and significantly** on employee performance.

2.1.6 The influence of Work Life Balance on Employee Performance through Job Satisfaction

1. Soomro, et al. (2017)

   Soomro et al, (2017:129-146) in their research entitled "Relation of Work-Life Balance, Work-Family Conflict, and Family-Work Conflict with the Employee Performance-Moderating Role of Job Satisfaction" explained that the purpose of this study is to investigate the link between work-life balance, work-family conflict, and employee performance perceptions, with job satisfaction acting as a moderator. The questionnaire sample was delivered to 280 teaching members. This study gives findings, that work-life balance is connected to employee performance in a good way. As predicted, the coefficient is positive (0.22) and very significant.

   The link between work-life balance characteristics, job satisfaction, and employee performance is examined in this research and the research to be undertaken. The difference between this research and the research to be carried out is in the object and in the data analysis, in which this study uses AMOS 20 while the research to be carried out uses SPSS. This study use job satisfaction as a mediating variable, while the research to be carried out uses job satisfaction as an intervening variable.

2. Nurshasanah et al. (2019).

   Nurshasanah et al. (2019). In their research title "The Effect of Work Life Balance on Job Satisfaction and Female Employee Performance in Commercial Bank in Kendari City," mentioned that the purpose of this study was to assess the influence of work-life balance on job satisfaction and employee performance, as well as the effect of job satisfaction on female employees in Kendari City commercial banks. The survey

approach is used in this sort of study. The information was gathered from 100 female workers of commercial banks in Kendari City. According to the findings of this study, work-life balance has a large favorable influence on job satisfaction; it also has a considerable good effect on employee performance. Job satisfaction has a marginally beneficial influence on performance since it is due to dissatisfaction with promotional chances in one's job career.

The similarity of this research with the research to be conducted is to examine the variables of work life balance and job satisfaction. The difference between this research and the research that will be conducted is the object of this research which is Structural Equation Model (SEM) through Analysis of Moment Structural (AMOS) program, while SPSS data analysis will be used for the research to be conducted

3. Abdirahman et al. (2018)

Abdirahman et al. (2018) with their title The Relationship between Job Satisfaction, Work-Life Balance and Organizational Commitment on Employee Performance examined the relationship between work life balance, job satisfaction and organizational commitment on employee performance among administrative staff in Northern region universities in Malaysia. The study adopts quantitative research method of primary source was utilized to collect the data from two hundred and seventy one administrative staff respondents by using probability sampling technique and data collected and analysed by using Statistical Package for Social Science (SPSS). The data were analysed using different statistical techniques such as reliability survey, descriptive of variable analysis, correlation analysis (Pearson Correlation Analysis) and regression analysis (Multiple Regression Analysis). The regression results indicate that all independent variables which are work life balance,

job satisfaction and organizational commitment are positively correlated with the dependent variable which is employee performance.

The equation of this research with the research to be conducted is to examine the variable of job satisfaction on employee performance as well as using SPSS to analyze the data. The difference between this research and the research that will be conducted is that this research uses job satisfaction as an independent variable while research that will be conducted uses job satisfaction as an intervening variable.

4. Rubel and Kee (2014)

Rubel and Kee with their title reserach "Quality of Work Life and Employee Performance: Antecedent and Outcome of Job Satisfaction in Partial Least Square (PLS)" explained the objective of this study is to examine the relationship of quality of work life (QWL) as antecedent of job satisfaction and employee in-role performance as outcome of job satisfaction of the operators working in the readymade garment organizations in Bangladesh. Data were collected through structured questionnaire gleaned from the literatures. The data were examined using partial least squares (PLS),a second generation structural modeling software. The result of the study indicated that work life balance all have positive significant influence on job satisfaction. Last, job satisfaction was found positively and significantly related to mployee in-role performance.

The similarity of this research with the research to be conducted is to examine the variables of work life balance and job satisfaction. The difference between this research and the research that will be conducted is the object of this research used is PLS, while SPSS data analysis will be used for the research to be conducted

5. Kasbuntoro et al. (2020)

Kasbuntoro et al. (2020) in their research titled "Work-Life Balance and Job Satisfaction: A Case Study of Employees on Banking Companies in Jakarta" explained that the research provides information of work-life balance variables and job satisfaction has positive influence with the level of 50,7 percent. . The increase in the work life balance variable will be responded with an increase in job satisfaction.. Besides, it has F value of 6,499 and sig value of 0,000 towards job satisfaction in the bank industry in Jakarta.

The link between work-life balance characteristics, job satisfaction, and employee performance is examined in this research and the research to be undertaken. The difference between this research and the research to be carried out is in the object and in the data analysis, previous research used PLS while the research to be carried out uses SPSS. In this study, for the mediating variable, used job satisfaction while the research to be carried out uses job satisfaction as an intervening variable.

Table 2.6 Journal Review of The Influence of Work Life Balance(X$_1$) on Employee Performance (Y) through Job Satisfaction (Z)

| 1. | Soomro et al, (2017:129-146) "Relation of Work-Life Balance, Work-Family Conflict, and Family-Work Conflict with the Employee Performance-Moderating Role of Job Satisfaction."

 Sample: 280 employees
 Analysis tools: AMOS 20
 Metode: Quantitative | Work Life Balance
 Greenhaus and colleagues (2003)
 1. time balance
 2. psychological involvement balance
 3. satisfaction balance.

 Job Satisfaction
 Luthans (2006)
 1.Payment
 2.Jobs | The results of this study indicate that work life balance is positively related to employee performance. The coefficient is positive (0.22) and highly significant, as expected |

		3.Promotional opportunities 4.Suervisor 5.Co-Workers employee performance: **Mangkunagara (2009):** 1. quality of work, 2. quantity of work, 3. the implementation of the duties, 4. responsibilities	
2.	Nurhasanah et al. (2019). "The Effect of Work Life Balance on Job Satisfaction and Female Employee Performance in Commercial Bank in Kendari City Journal of Business and Management, 21(5), **Sample:** 100 employees **Analysis tools:** AMOS **Metode:** Quantitative	Work Life Balance **(Hayman 2005):** 1. Work does not infere with personal life 2. Personal life disrupts works 3. Work and Personal life enhance each other Job satisfaction **Spector (1985)** Salary, Promotion opportunities, supervisor, co workers, job itself, coommunication, work rules, benefits, appreciation. Employee performance **(Coopman 2014):** 1. Task Performance 2. Contextual performance 3. Non-productive productive work behavior	The results of this study indicate that Work-life balance has a significant positive effect to job satisfaction; work-life balance also has a significant positive effect on employee performance.
3.	Abdirahman et al. (2018) The Relationship between Job Satisfaction, Work-Life Balance and Organizational Commitment on Employee	Work Life Balance **Greenhaus and colleagues (2003)** 1. time balance 2. psychological involvement	The results indicate that all independent variables which are work life balance, job satisfaction and

	Performance **Academic Journal of Economic Studies** **Sample:** 271 employees **Analysis tools:** SPSS **Metode:** Quantitative	balance 3. satisfaction balance. employee performance: **Mangkunagara (2009):** 1. quality of work, 2. quantity of work, 3. the implementation of the duties, 4. responsibilities **Job satisfaction:** Rivai (2011) 1. the job itself, 2. payment, 3. promotion, 4. supervision,	organizational commitment are positively correlated to the dependent variable which is employee performance
4.	Rubel and Kee (2015)"Quality of Work Life and Employee Performance: Antecedent and Outcome of Job Satisfaction in Partial Least Square (PLS) **World Applied Sciences Journal 31 (4): 456-467, 2014** **Sample:** 150 employees **Analysis tools:** PLS **Metode:** Quantitative	Work Life Balance Walton: 1. adequate and fair reward 2. safe and healthy working condition 3. opprtunity to use and develop human capital 4. opportunity for growth 5. social integration Employee performance **(Coopman 2014):** 1. Task Performance 2. Contextual performance Non-productive productive work behavior	The result of the study indicated that work life balance all have positive significant influence on job satisfaction. Last, job satisfaction was found positively and significantly related with employee in-role performance
5.	Kasbuntoro et al. (2020) in their research titled "Work-Life Balance and Job Satisfaction: A Case Study of Employees on Banking Companies in Jakarta **International Journal of Control and Automation**	Robbins and Coulter (2012) Work Life Balance: 1. Flextime 2. job sharing 3. telecommunicating **(Robbins 2007):** 1Satisfaction with Salary	

		2. Satisfaction with the work itself	
	Sample: 90 employees **Analysis tools: PLS** **Metode:** Quantitative	3. Satisfaction with Boss's Attitude	
		4. Satisfaction with Coworkers	
		5.Satisfaction with Promotion	

2.1.7 The influence of Work Discipline on Employee Performance through Job Satisfaction

1.   Hustia et al. (2021).

Hustia et al. (2021) with their title "Influence of Work Motivation, Job Satisfaction and Work Discipline on Employee Performance at PT. Truba Jaga Cita" mentioned that the purpose of this research is to assess the impact of job motivation, job satisfaction, and work discipline on employee performance at PT. Truba Jaga Cita. The population of the research was 195 employees, and the slovin method was used to choose a sample of 131 participants. The data utilized is original data derived from the findings of a widely distributed questionnaire. Multiple linear regression analysis, hypothesis testing, and determination testing were employed in this work. The findings of multiple linear regression analysis and hypothesis testing via F test indicate that job happiness and work discipline have an impact on employee performance at PT. Truba Jaga Cita. Hypothetical test findings from the t test show that, first, work happiness has a considerable effect on employee performance at PT. Truba Jaga Cita. Second, work discipline has a substantial impact on employee performance at PT. Truba Jaga Cita.

The similarity of this research with the research to be carried out is in the use of quantitative methods and this study examined the same variables as the research to be carried out, they are work discipline, employee performance and job satisfaction as well as the data analyses use SPSS. The difference between this research and the research that will be conducted is the location of the research. The previous reseach was conducted at the operation and maintenance company, while the future research will be conducted in undustries running in nickel-based.

2. Sugiono et al. (2020).

Sugiono et al. (2020) in their research with title "Leadership Style, Work Discipline, and Compensation to Employee Performance through Job Satisfaction" mentioned that the purpose of this thesis is to study the influence of leadership style, work discipline, compensation, job satisfaction and employee performance at PT. Sraya Dinamika Mandiri and to provide suggestions on how PT. Sraya Dinamika Mandiri can increase job satisfaction by improving employee performance that affects it.The research approach is quantitative research by distributing the questionnaire. The sample used was 150 respondents. This study indicates that work discipline has a direct and significant positive effect on the performance of PT. Sraya Dinamika Mandiri employees. Job satisfaction directly has a positive and significant impact on employee performance. However, work discipline has no positive and significant effect on job satisfaction, and work discipline has no positive impact on employee performance through job satisfaction.

The equation of this research with the research to be conducted is to examine the variable of job satisfaction on employee performance. For the data analysis the research uses SPSS. The difference between this research and the research that will be

conducted is the location of the research. The previous reseach was conducted at the operation and maintenance company, while the future research will be conducted is in undustries running in nickel-based.

3. Subagja et al. (2020)

Subagja et al. (2020) with their title "Effect of Motivation And Job Satisfaction On Employee Performance Through Working Discipline At Pt. Bamboo Tirta Engineering" explained this study aims to determine and analyze the effect of motivation and job satisfaction on work discipline, to determine and analyze the effect of work discipline on employee performance, The research was conducted at PT. Bambu Tirta Engineering with a research sample of 64 respondents. The sampling technique uses saturated samples. Methods of data analysis using descriptive analysis and quantitative analysis with path analysis. The results showed that: 1) there is an effect of job satisfaction on work discipline, 2) there is an effect of work discipline on the performance of employees of PT. Bambu Tirta Engineering and 3) there is no influence between job satisfaction on employee performance through work discipline PT. Bambu Tirta Engineering. This means that the direct effect is greater than the indirect effect, the work discipline variable cannot mediate job satisfaction on employee performance at PT. Bambu Tirta Engineering.

The similarity of this research with the research to be carried out is to use quantitative methods and this study examines the same variables as the research to be carried out, namely work discipline, employee performance and job satisfaction. The difference between this research and the research that will be conducted is in the engineering company while the future research will be conducted in nickel based company.

4. Kelimeda et al. (2018)

Kelimeda et al.(2018) in their research with title "The Effect of Motivation, Job Satisfaction, Work Discipline on Employee Performance at PT. Buma Perindahindo" mentioned that his study aimed to examine on partially and simultaneously the effects of motivation (X1), job satisfaction (X2), work discipline (X3) on the employee performance (Y) at PT. Buma Perindahindo LNG Tangguh site, West Papua. The samples were taken as many as 97 employees selected by saturated sampling technique. Partially the result of this study proved that job satisfaction (X2) have a significant effect on employee performance (Y) for 10.6%, while work discipline (X3) gave an insignificant effect on employee performance (Y) for 3.8%. Simultaneously result job satisfaction (X2), work discipline (X3) have a significant effect on employee performance (Y) for 26.3%.

The similarity of this research with the research to be carried out is to use quantitative methods and this study examines the same variables as the research to be carried out, namely work discipline, employee performance and job satisfaction. The difference between this research and the research that will be conducted is in tbe engineering company, while the future research will be conducted in nickel based company.

5. Yuliandi et al. (2019)

Yuliandi et al. (2019) in their research title "Work Discipline, Competence, Empowerment, Job Satisfaction, and Employee Performance" explained about the method to reveal the perceptions of 376 employees of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency of the Republic of Indonesia. Data were analysed descriptively (weighted mean score) and inferentially (Structural Equation

Modeling). The results showed that: (1) Work discipline, job satisfaction and performance were in "good" category, albeit not optimal; (2) Work discipline simultaneously and partially had significant effect on civil servants' job satisfaction at the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency of the Republic of Indonesia; and (3) Work discipline both directly and indirectly (through Job Satisfaction) were simultaneously and significantly related to the performance.

The similarity of this research with the research to be carried out is the use of quantitative method.This study examines the same variables as the research to be carried out, namely work discipline, employee performance and job satisfaction. The difference between this research and the research that will be conducted in ministree office while the future research will conducted in nickel based company.

Table 2.7 Journal Review of The Influence of Work Discipline(X_2) on Employee Performance (Y) through Job Satisfaction (Z)

1	Hustia et al. (2021) "Influence of Work Motivation, Job Satisfaction and Work Discipline on Employee Performance at PT. Truba Jaga Cita" **Sample:** 131 employees **Analysis tools:** SPSS **Metode:** Quantitative	**Work Discipline (Hasibuan, 2005)** 1. Time efficiency 2. Firmness 3. Sanctions 4. Human relations **Employee Performance (Organ's 1988):** 1. Helping behaviors, 2. Courtesy, 3. Conscientiousness 4. Civic virtue. **Job Satisfaction (Hasibuan; 2007: 203):** a. Fair and proper remuneration. b. The right placement. c. The weight of work. d. Work atmosphere and environment.	The results of multiple linear regression analysis and hypothesis test through F test say that there is an influence of job satisfaction and work discipline on employee performance at PT. Truba Jaga Cita

		e. Equipment. f. The attitude of the leader g The nature of work	
2.	Sugiono et al. (2020) "Leadership Style, Work Discipline, and Compensation to Employee Performance through Job Satisfaction". **Sample:** 150 employees **Analysis tools:** SPSS 25 **Metode:** Quantitative	Work Discipline (**Rivai 2005**): 1. Attendance 2. Compliance 3. Compliance with Work Standards 4. High level of vigilance 5. Ethical Work **Employee performance Mangkunegara, 2006):** 1. Workload 2. compensation system, 3. career development 4. superior attitudes 5. Coworker relationships **Job satisfaction:** Malthis (2008): 1.Enjoys the work 2.Loves the work 3.Work morale 4.Discipline 5.Work performance	This study indicates that work discipline has a direct and significant positive effect on the employee performance. Job satisfaction directly has a positive and significant impact on employee performance. work discipline has no positive and significant effect on job satisfaction, and work discipline has no positive impact on employee performance through job satisfaction.
3.	Subagja et al. (2020) Effect of Motivation And Job Satisfaction On Employee Performance Through Working Discipline At Pt. Bamboo Tirta Engineering. **International Journal of Business and Social Science ResearchVol: 1, Issue: 1**	Employee Performance **Dharma (2003: 355)** 1. Quantity, 2. Quality, 3. Punctuality, Job Satisfaction **Hasibuan, 2005** 1. Time efficiency 2. Firmness 3. Sanctions 4. Human relations	The results showed that: 1) there is an effect of job satisfaction on work discipline,2) there is an effect of work discipline on the performance of employees 3)there is no influence between job satisfaction on employee performance through work discipline

		Work Discipline **(Sutrisno, 2016:94)** 1. Obey the rules of time 2. Obey the rules / agencies 3. Obey the rules of conduct in the work 4. Obey other regulations in the organization.	
	Sample: 64 employees **Analysis tools:** path analysis **Metode:** Quantitative		
4.	Kelimeda et al. (2018) "The Effect of Motivation, Job Satisfaction, Work Discipline on Employee Performance at PT. Buma Perindahindo". **European Journal of HRM Studies Vol.2 issues 1** **Sample:** 97 employees **Analysis tools:** Multiple linear regression **Metode:** Quantitative	Work discipline 1. completing task in time 2.working honestly and responsibly 3. obedient to work roster Job Satisfaction **Hasibuan, 2005** 1. Time efficiency 2. Firmness 3. Sanctions 4. Human relations	Job satisfaction (X2) has a significant effect on employee performance (Y) for 10.6%, while work discipline (X3) gave an insignificant effect on employee performance (Y) for 3.8%
5.	Yuliandi et al. (2019) "Work Discipline, Competence, Empowerment, Job Satisfaction, and Employee Performance". **International Journal of Recent Technology and Engineering** **Sample:** 376 employees **Analysis tools:** path analysis **Metode:** Quantitative	Work discipline **(Harris 1996)** 1) Quality of work discipline, 2) Quantity of work, 3) Compensation needed, 4) Location of work or residence; 5) Conservation. Job Satisfactionv **Herzberg (1994):** Extrinsic Job Satisfaction Intrinsic Job Satisfaction. General Job Satisfaction	Work discipline, job satisfaction and performance were in "good" category, albeit not optimal; (2) Work discipline simultaneously and partially had significant effect on civil servants' job satisfaction (3) Work discipline both directly and indirectly (through Job Satisfaction) were simultaneously and

				significantly related to the performance.

Table 2.8 Reference Theory of Work Life Balance(X1)

Variable	Journal	Theory	Indicator	Used Theory
Work Life Balance	Kanwar et al, (2018)	**(McDonald and Bradley 2005):**	1. Time balance 2. Balance of engagement 3. Satisfaction balance	**(McDonald and Bradley 2005):** 1. Time balance 2. Balance of engagement 3. Satisfaction balance
	Asepta and Maruno (2017	**(McDonald and Bradley 2005):**	1. Time balance 2. Balance of engagement 3. Satisfaction balance	
	Ganaphati (2016	**(McDonald and Bradley 2005):**	1. Time balance 2. Balance of engagement 3. Satisfaction balance	
	Pangemanan et al, (2017	**(McDonald and Bradley 2005):**	1. Time balance 2. Balance of engagement 3. Satisfaction balance	
	Pandey et al. (2020	**Greenhaus and colleagues (2003)**	1. time balance 2. psychological involvement balance satisfaction balance	

	Wolor et al. (2020)	**Mangkunegara (2015)**:	1.Quality 2.Quantity 3.Reliability in the Implementation of tasks, 4. Attitude.	
	Johari et al, (2017	**(Clark 2000):**	1.Similarities of the work and family domains 2.strength of the boundaries	
	Hidayat et al, (2017	**(McDonald and Bradley 2005):**	1. Time balance 2. Balance of engagement 3. Satisfaction balance	
	Thevanes and Mangaleswaran (2018	**Greenhaus and colleagues (2003)**	1. Time balance 2. Balance of engagement 3.Satisfaction balance	
	Mendis, et al. (2014)	**Russel and Bowman, 2000)**	1. Work Centered Life 2. Family Centered	
	Soomro et al, (2017	**Greenhaus and colleagues (2003)**	1.time balance 2. psychological involvement balance satisfaction balance	
	Nurhasanah et al. (2019	**(Hayman 2005)**	1.Work does not interefere with personal life 2.Personal life	

Variable	Journal	Theory	Indicator	Used Theory
			disrupts works 3.Work and Personal life enhance each other	
	Abdirahman et al. (2018)	**Greenhaus and colleagues (2003)**	1.time balance 2. psychological involvement balance satisfaction balance	

Table 2.9 Reference Theory of Work Discipline (X2)

Variable	Journal	Theory	Indicator	Used Theory
Work Discipline	Budiranti et al. (2020)	**Hasibuan (2005)**	1. Time efficiency 2. Firmness 3. Sanctions 4. Human relations	**Hasibuan, 2005** 1. Time efficiency 2. Firmness 3. Sanctions 4. Human relations
	Winarsih et al. (2021	**Hasibuan (2005)**	1. Time efficiency 2. Firmness 3. Sanctions 4. Human relations	
	Purnamasari et al. (2021	**(Hamid and Riyanto 2020)**	1. Regulation 2. Action	
	Gustama et al.(2021).	**(Sutrisno, 2016:94)**	1. Obey the rules of time 2. Obey the rules / agencies 3. Obey the rules of conduct in the work	

			4. Obey other regulations in the organization	
Razak, et al (2018).	Hasibuan (2008)	1. Goals and Abilities 2. Examplar Leadership 3. Remuneration 4. Fairness Alert 5. Sanction 6. Leadership fairness 7. Human relations	
Prayogi et al. (2020).	**Burton, 2001**	1.The purpose and capabilities 2.Exemplary Leadership, 3.Reply Services 4.justice 5.Supervision Attached 6. Penalties firmness	
Esthi et al. (2019	**(Rivai 2005):**	1. Attendance 2. Compliance 3. Compliance with Work Standards 4. High level of vigilance 5. Ethical Work	
Hustia et al. (2021	Hasibuan (2005)	**Hasibuan, 2005** 1. Time efficiency	

			2. Firmness
			3. Sanctions
			4. Human relations
Sugiono et al. (2020)	Hasibuan (2005)	1. Time efficiency	
		2. Firmness	
		3. Sanctions	
		4. Human relations	
Subagja et al. (2020)	**Sutrisno, 2016:94)**	1. Obey the rules of time	
		2. Obey the rules / agencies	
		3. Obey the rules of conduct in the work	
		4. Obey other regulations in the organization.	

Table 2.10 Reference Theory of Employee Performance (Y)

Variable	Journal	Theory	Indicator	Used Theory
Employee Performance	Johari et al, (2017	**Robins and Judge (2015)**:	1. Motivation. 2. compensation	**Mangkunegara, 2009** **1.** quality of work,
	Hidayat et al, (2017	**(Wirawan 2007):**	1. work, 2. work behavior, 3.and personal nature.	2.quantity of work,
	Thevanes and Mangaleswaran (201	**(Donni, 2016).**	1. Job quantity 2.Quality of work	3.the implementation of the duties and

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			3.Independence	responsibilities
			4. initiative	
			5.Adaptability	
			Cooperation	
Wolor et al. (2020)	**Bataineh, 2019**	1.Achievement 2.Happiness	
Mendis, et al. (2014)	**(werther and davis 1985):**	1.Skills 2.Competency requirements 3.Development plan 4.Delivery of results	
Gustama et al.(2021	**Bernardin and Russell,1990)**	1. Quality 2. Quantity 3. Timeliness 4. Cost effectiveness 5. Need for supervision 6. Interpersonal impact	
Razak, et al (2018).	**(Donni, 2016).**	1. Job quantity 2. Quality of work 3. Independence 4. initiative 5. Adaptability Cooperation	
Prayogi et al. (2020	**Serdamayanti 2014.**	1) Job performance, 2) Skills, 3) Behaviour, 4) Leadership	
Esthi et al. (2019	**Mangkunegara (2009):**	1. quality of work, 2. quantity of work,	

		3. the implementation of the duties, 4. responsibilities	
Miao and Kim (2010	(**Organ's 1988):**	1.Helping behaviors, 2.Courtesy, 3.Conscientiousness Civic virtue	
Berliana et al, (2018	'8	1.quality of work, 2.quantity of work, 3.the implementation of the duties, 4.responsibilities	
Febriyana (2015	**(Donni, 2016).**	6. Job quantity 7. Quality of work 8. Independence 9. initiative 10. Adaptability Cooperation	
Badirianto, and Ekhsan(2020)	**(Donni, 2016).**	1. Job quantity 2. Quality of work 3. Independence 4. initiative 5. Adaptability Cooperation	
Razak et al. (2018)	**Mangkunegara (2004)**	Work quantity, work quality, responsibility, creativity, initiative	
Soomro et al, (2017	**Mangkunegara (2009):**	1. quality of work, 2.quantity of work, 3.the implementation of the duties, 4.responsibilities	

Variable	Journal	Theory	Indicator	Used Theory
	Nurhasanah et al. (2019)	**(Koopman 2014):**	1. Task Performance 2. Contextual performance 3. Non-productive productive work behavior	
	Abdirahman et al. (2018	**Mangkunagara (2009):**	1. quality of work, 2. quantity of work, 3. the implementation of the duties, 4. responsibilities	
	Hustia et al. (2021	**Mangkunegara (2009):**	1.quality of work, 2.quantity of work, 3.the implementation of the duties, 4.responsibilities	
	Sugiono et al. (2020)	**Mangkunegara (2009):**	1.quality of work, 2.quantity of work, 3.the implementation of the duties, 4.responsibilities	
	Subagja et al. (2020)	**Dharma (2003: 355)**	1. Quantity, 2. Quality, 3. Punctuality	

Table 2.11 Reference Theory of Job Satisfaction (Z)

Variable	Journal	Theory	Indicator	Used Theory

Job Satisfaction	Kanwar et al, (2018)	**(Luthans, 2006)**	1.Payment 2.Jobs 3.Promotional opportunities 4.Suervisor 5.Co-Workers	**Luthans (2006)** 1.Payment 2.Jobs 3.Promotional opportunities 4.Suervisor 5.Co-Workers
	Asepta and Maruno (2017	**(Robbins 2007):**	11Satisfaction with Salary 2. Satisfaction with the work itself 3. Satisfaction with Boss's Attitude 4. Satisfaction with Coworkers 5.Satisfaction with Promotion	
	Ganaphati (2016	**(Sutrisno 2016):**	1. Psychological factors 2. Social factors 3. Physical factors 4. Financial factors	
	Pangemanan et al, (2017	(**Luthans (2006):**	1. The work itself, 2. Salary, 3. Promotion opportunity, 4. Supervision, 5. Colleagues,	

	Pandey et al. (2020	**Locke 1976):**	1. Appreciation 2. Communicatio n 3. co-workers, 4. fringe benefits, 5. job condition 6. nature of the work 7. organization 8. personal growth, 9. policies and procedures, 10. promotion opportunities, 11. recognition, 12. security, supervision	
	Budiranti et al. (2020	**(Mangkunegar a, 2006):**	1.Workload 2.compensation system, 3.career development 4.superior attitudes 5.Coworker relationships	
	Winarsih et al. (2021)	**((James Boles et al. 2007):**	1. Job itself, 2. salary, 3. supervision , 4. promotion, 5. work relations.	
	Purnamasari et al. (2021	**Biesok& Wrobel (2016)**	1.working condition 2. compensation 3. leadership	

Febriyana (2015	**Badirianto, and Ekhsan(2020)**		
Badirianto, and Ekhsan(2020)	**Malthis (2008):**	1.Enjoys the work 2.Loves the work 3. Work morale 4. Discipline Work performance	
Razak et al. (2018)	**(Robbins (2003**	Vertical mutations, horizontal mutations	
Soomro et al, (2017	**Luthans (2006)**	1.Payment 2.Jobs 3.Promotional opportunities 4.Suervisor 5.Co-Workers	
Nurhasanah et al. (2019)	**Spector (1985)**	Salary, Promotion opportunities, supervisor, co workers, job itself, coommunication, work rules, benefits, appreciation.	

	Abdirahman et al. (2018	**Rivai (2011)**	1. the job itself, 2. payment, 3. promotion, supervision,	
	Hustia et al. (2021	(**Hasibuan; 2007**	a. Fair and proper remuneration. b. The right placement. c. The weight of work. d. Work atmosphere and environment. e. Equipment. f. The attitude of the leader g The nature of work	
	Sugiono et al. (2020)	**Malthis (2008):**	.1.Enjoys the work 2.Loves the work 3.Work morale 4.Discipline 5.Work performance	
	Subagja et al. (2020)	**Hasibuan; 2007:**	Fair and proper remuneration. b. The right placement. c. The weight of work. d. Work atmosphere and	

			environment.	
			e. Equipment.	
			f. The attitude of the leader	
			g The nature of work	

2.2 Theoretical Based

2.2.1 Human Resource Management

1. The Definition of Human Resource Management

Human resources have a major role in every activity of the company. According to Snell & Bohlander (2012), Human Resource Management (HRM) is the process of managing human talent to achieve an organization's objectives. For some thought, human resources handle this process through a number of things. The concept of organizations "competing by individuals" emphasizes the fact that success is increasingly dependent on an organization's capacity to leverage talent, or human resources.

According to Anthony et al (1996), Human Resource Management is a position in an organization to manage a group of people (employees), in other words management human resources focus on major aspects such as how the organization negotiates with its employees, how the organization delivers appreciation to its employees, make strategic decisions to employees and how the organization can group employees according to his expertise. The word human capital refers to the inherent value of an employee's experience, expertise, and abilities.

In addition to that, Dessler (2015) also stated that human resource management is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns.

From the expert's opinion that has been stated, it can be concluded that human resource management is a tool or approach used to manage humans as a resource that has the capabilities needed in a company or organization in order to achieve common goals.

2. The Function of Human Resource Management

HRM plays a critical part in an organization's overall performance by recruiting and selecting the right applicants to fill positions. HRM plays a key role in HR planning, recruitment, selection, staffing, job design, training and development, performance appraisal, compensation management, and labor relations (Bohlander, 2012). HRM covers all activities within a company that has a specific function in running a company. The scope of HRM is divided into two main functions, management functions, and operational functions, according to Dessler (2015).

The first function of HRM from Dessler (2015) is managerial function, there are several physical activities in this managerial function that represent the management process. These functions are planning, organizing, directing and controlling.

1. The first is planning, planning determines in advance the objectives to be achieved by the company and how these objectives can be achieved. Set standards and objectives, develop rules and procedures, plan and forecast.

2. The second is organizing, organizing are the activites that moving the organization as a unit in order to achieve the goals set at the beginning. By way of conducting division of tasks, grouping employees based on work.

3. The next is directing, directing function is to show and notify employee errors, to think of an incentive, a gift or a sanction for employees in accordance with the work performance they have accomplished. Implemented after planning and organizing.

4. The last is controlling, controlling is managers actions or activities to make observations, research and evaluations of the implementation of all the activities of the organization that are currently or have been carried out to achieve the objectives in accordance with the plans that have been set.

The second function of HRM is the operational function. According to Hasibuan (2008), there are some operational activities that conducted in order to support operational activities. There are procurement, development, compensation, integration, maintenance, and separation.

1. The first is procurement, procurement is an effort to provide work that is needed according to the number and quality or expertise by searching for the source of work needed, implementing the selection process and using labor based on the adjustment principle between needs and labor supply.

2. The second is development, development is a process of increasing skills and skills, both management and operational technical skills, because the withdrawal, selection, and placement of employees do not necessarily guarantee that they can perform their work as well as possible in the new location. For this reason, the best development possible for new employees. Therefore, new employees need to be developed in order to increase their knowledge, skills, and abilities. Usually, this is done through education and training programs

3. The third is compensation, compensation is interpreted by giving fair or decent rewards or awards from the company to its employees for the achievements that have been given by employees. This compensation can be in the form of wages, salaries, incentives, benefits, other means that can provide satisfaction to employees.

4. For the fourth activities, there is integration. Integration efforts affect employees in such a way that all their actions can be directed toward goals that benefit companies, workers and co-workers.

5. The fifth is maintenance, maintenance function issues how to maintain employees so that they are comfortable and able to work well in the company. Maintenance of good employees will provide good things, one of which is a low level of labor turnover. These two things that need to be considered by the company in maintaining employees are the maintenance of the physical condition and attitude of employees.

6. The last operational function is separation, separation is a company activity to return the workforce to the community after dedicating their energy to the company, including retirees, temporary stops, respectful dismissals, replacement of workers. Usually, the termination of employment occurs because the elderly or have exceeded the work limit permitted by the company, the company does not need the employee, or the employee submits a resignation request from the company.

Beside that, Snell & Bohlander (2013) also explained that there are several HR management function, which are:

1. Recruitment
2. Staffing
3. Job Design

4. Training and Development
5. Performance Appraisal
6. Communication
7. Compensation
8. Benefits
9. Labor Relation

Due to the explanation above, it can be concluded that one of the functions of human resource management in a company is to manage and direct employees so that what is done is in accordance with the goals of the company.

3.The Principles of Human Resource Management

There are several principles of human resource management, namely strategic integration, organizational flexibility, commitment, and quality (Dessler, 2015):

1. Strategic integration is an attempt to strategically address all labor management processes, from recruitment and training to remuneration and reduction, by integrating them into the company's broader business concerns

2. Organizational flexibility, flexibility can be defined as the organization adapting to size, composition, responsiveness and the people. Their inputs and costs required to achieved organisational objectives and goals.

3. Commitment, from "control" to "commitment" by changing the organization's culture. The mission statement should state these core values. Also only recruiting those prepared to subscribe to these core values.

4. Quality, ensuring a culture of quality: Quality work, quality workers, quality

5. products and services; Total Quality Management, Quality assurance, and zero defects, Internal customers, Empowering workers via team working.

While according to Price (2009), the 10 principles of human resource management are comprehensiveness, credibility, communication, cost effectiveness, creativity, coherence, competence, control, change and commitment.

1. Commitment, The organization illustrates its commitment to workers and invests in their success by providing training opportunities, performance evaluations and goal-setting activities.

2. Competence, is a principle that supports business development. It is also a factor in employees' job satisfaction and how the organization affects society.

3. Cost Effectiveness Budgets for HR departments often are insufficient to support all the necessary HR activities, especially in areas such as recruiting, training and development and employee relations. HR is not a revenue-generating department, which is one reason budgets for HR departments might be the first cut. HR typically is held to a higher standard for illustrating return on investment in its activities.

4. Congruence, principle addresses the individual employee and the organization. Its effect on society is an employer that provides career opportunities for the surrounding labor market and high-quality products for its consumers.

4.Human Resource Management Objectives

The objectives of human resource management according to Sedarmayanti (2008) are:

a. There is a possibility for the organization to be able to retain and get skilled, trustworthy and motivated employees.
b. The inherent capacities of human beings, their contributions, abilities and prowess can be enhanced and improved
c. Cultivate an application of management with high commitment and understanding that employees are parties in the organization who have values.

5. Human Resource Management Approach

According to Rivai and Sagala (2009), this approach is divided into five, namely:
 a. Strategic approach
    HRM must contribute to the strategic success of the company.
 b. HR Approach
    The dignity and importance of a human being should always be given more attention by referring to the notion that HRM is human management.
 c. Management approach
    Each manager is responsible for HRM. Through its capabilities and expertise, the HR department exists to serve managers and employees in the company.
 d. System approach
    HR efforts must evaluate the share of employees and productivity in the company.
 e. Proactive approach
    HRM can anticipate a number of problems before they occur to increase their share of the organization and employees.

6. Management Challenge

According to Mathis and Jackson (2004), the challenges of human resource management include:

1. Technological and economic developments
2. The level of quality and availability of a workforce
3. Uncertainty in the growth of a workforce
4. Demographic issues
5. Problems in balancing work and family

According to Bohlander and Snell (2010), there are two types of changes that must be faced by HR, namely:

a. Reactive Changes Reactive changes are changes that result when external factors such as competition, recession, changes in legislation, and crises affect the performance of the organization/company.

b. Proactive Changes Proactive changes are changes that are initiated by managers to take advantage of existing opportunities, especially in industries that experience very fast changes but employees fail to keep up with these changes.

2.2.2 Employee Performance
1. Definition of Employee Performance

Employee Performance is an important element in the management. According to Mathis and Jackson (2004) performance is basically what employees do or do not do. An additional definition comes from Mangkunegara (2011), he suggested that performance is the work of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance becomes the real foundation in an organization because if there is no performance, the organizational goals cannot be achieved.

Performance can be defined as a work that can be achieved be a person or group of people in an organization, according to authority and responsibility respectively, in order to achieve goals the organization concerned legally, does not violate the law, and is appropriate with morals and ethics (Barasa et al. 2018).

Performance is what is done or not performed by employees (Mathis and Jackson, 2006). According to Armstrong (2009), performance management is a systematic process for improve organizational performance by developing individual performanc and team which is

a means of getting better results with understand and manage performance within an agreed framework, of which objectives planned, as well as competency standards and requirements. From the definition by experts, we can say thath employee performance is the process of creating a work environment in where people can do the best of their ability to meet company goals. It is a whole work system that comes from of corporate goals.

2. Components of Employee Performance

According to Robbins (2006), performance is a result achieved by employees/employees in their work according to certain criteria that apply. Indicators for individual employee performance are six indicators, according to Robbins (2006), namely:

a) Quality of work.
   Measured by employee perceptions of the quality of work produced and the perfection of tasks towards the skills and abilities of employees.
b) Quantity.
   The amount generated is expressed in terms such as the number of units, number of cycle of activities completed.
c) Timeline
   The activity level is completed at the beginning of the stated time, seen in terms of coordination with the output results and maximizing the time available for other activities.
d) Effectiveness.
   The level of use of organizational resources (energy, money, technology, raw materials) is maximized in order to increase the yield of each unit in the use of resources.
e) Independent.
   Level of independence of an employee who will later be able to carry out his work function
f) Work commitment.
   A level where employees have a work commitment to the agency and employee responsibilities to the office.

Sani and Maharani (2013) explained the performance measurement to see how far activity has been done by comparing the output or the results achieved. Some experts have some difference to measure performance. It provides a benchmark for performance, namely: Quantity, the amount to be completed; Quality, the quality produced; Accuracy of Time, conformity with time set. Employee's performance improvement requires a performance

appraisal. Performance appraisal generally covers both qualitative and quantitative aspects of job performance. Performance appraisal is one fundamental function of personnel, sometimes referred to as performance reviews, employee appraisals, performance evaluations, employee evaluations, or personnel rankings. All of these terms pertain to same process.

Standard performance of employees is employee performance assessment methods as part of HR management development system to encourage the optimization of the utilization of human resources. McNeese-Smith (1996) revealed several factors used to measure the performance of employees, namely:

1. The level of quality of the work,
2. The level of tenacity and endurance work,
3. The level of discipline and attendance,
4. The level of cooperation among co-workers,
5. The level of concern will be safety,
6. The level of responsibility for the results of work
7. The level of initiative / creativity possessed.

Researchers chose McNeese-Smith's theory which was used as basis for the preparation of questionnaires performance of employees based on the definitions and theories of performance of employees who have been described previously.

3. Indicators of Employee Performance

According to Mathis (2004), employee performance is basically what is done or not done by employees. According to Mathis, the employee performance indicator consists of:

a) Quality of work is the ideal work result in the form of quality services and products in proportion to the demands of the organization and competition.

b) The quantity of work seen in the organization can meet the set targets. This shows the ability of the company to manage its resources in achieving its objectives.

c) Working time can be viewed from the organization's ability to determine working time which is considered the most efficient and effective at all levels in management. Working time is the basis for an employee in completing a job or service that is his responsibility.

d) Cooperation with coworkers is a demand for the success of the organization in achieving its stated goals because with good cooperation it will give trust to various interested parties, both directly and indirectly with the company.

e) The presence of employees shows the morale of an employee. This characterizes an employee who has a high work ethic.

According to Simon (2005), there are 5 indicators influence the performance of employee, namely:

1.Management by objectives

A way to structure the subjective appraisal of a manager is to use management by objectives. Management by objectives is a management model aimed at improving the performance of an organization by translating organizational goals into specific individual goals. These goals often take the form of objectives that are set by the employee and the manager. The employee works towards these goals and reports back to the manager on their progress. These goals can even be given a certain weight (a number of points). Upon successful completion of these goals, points are awarded to the employee. In turn, managers are able to make goals more tangible and make performance reviews more data-driven.

2. Subjective appraisal by manager

In most companies, performance is assessed several times a year during annual performance reviews. Employees are assessed on several criteria, the quality of their work being the most common. An adaption of this scheme is the so-called 9-box grid. The 9-box grid is based on a 3×3 table in which the employee is assessed on performance and potential. Employees with high performance but low potential are perfect for their current function.

3. Product defects

It is tricky to measure (production) quality objectively. An approach often seen by more traditional manufacturing industries would be to calculate the number of product defects. Defect, or incorrectly produced products, are an indication of low work quality and should be

kept as low as possible. Even though increased standardization of production processes has rendered this metric almost useless, the approach to measuring employee performance can be applied to other areas.

4. Number of errors

The number of input errors could act as an alternative to the previously mentioned product defects. The same goes for the number of corrections in written work or the number of bugs in software code. Especially in computer programming, a single error can stop an entire program from working. This can have a major impact on the business, especially for companies who release weekly or monthly new software versions.

5. Net promoter score

Net promoter score (NPS) can act as an indicator of employee performance. NPS is a number (usually between 1 and 10) which represents the willingness of a client to recommend a company's service to other potential clients. Clients who score a 9 or 10 are likely to be highly satisfied and will act as promoters for the company. This score is used regularly to assess sales employees, e.g. in car sales, where it is included in the final form customers need to sign.

2.2.3 Job Satisfaction

1. Definition of Job Satisfaction

According to Locke (1976), job satisfaction is a emotional condition of someone who is pleasant and comfortable at work. Job satisfaction is very important to reduce turnover rate and increased motivation. Meanwhile, according to Singh and Jain (2013), job satisfaction is an emotional response to work. Employee satisfaction refers to positive and negative feelings that each individual has towards his job. Job satisfaction is part of the aging of life. This matter is pleasure or satisfaction related to work.

There are many conjectures regarding the causal relationship between motives, behavior and the result. Javed et al (2014) defined that employee satisfaction is a measure

which tells about employees' general emotions about the workplace and his job. It measures the employee's approach to work and extent where the job satisfies the employee's needs.

The definition of job satisfaction according to Robbins and Judge (2013) is a positive feeling about one's job that results from evaluation of its characteristics. According to Armstrong (2012), job satisfaction can be is defined as the attitudes and feelings that people have about work they. A positive and favorable attitude towards work shows job satisfaction. Negative and unkind attitude towards work shows job dissatisfaction. Job satisfaction is the result of employees' perception about how good their job is at offering things that are viewed important Luthans (2011).

So, we can infer that job satisfaction is the result of employees' perceptions of how well they are doing provide things that are considered important and involve reactions, attitudes cognitive, affective, evaluative, and its state is an emotional state pleasant or positive resulting from job appraisals or someone's work experience.

2. Indicator of job satisfaction

According to Timothy A. Judge & Ryan Klinger (2008), indicators of satisfaction work is both an intrinsic element (Salary and Promotion) and an extrinsic element of money include (co-workers, supervision and the work itself). Meanwhile, according to Jewell and Siegall (1998), several dimensions are deep measuring job satisfaction is as follows:

1. Psychological
   Related to the psychology of employees including interests, tranquility of work, attitudes towards work, talents and skills.
2. Physical
   Related to the physical conditions of the work environment and physical conditions employees, including the type of work, working time arrangements, time settings rest, room state, air temperature, lighting, air exchange, condition employee health and age.
3. Social

Related to social interaction, both among employees with superiors and between employees of different types of work as well relationship with family members.

4. Financially

Related to the guarantee and welfare of employees, that includes the system and the amount of salary, social security, benefits, facilities and promotion.

Meanwhile, according to Luthans (2011), there are six (6) dimensions that are in use to measure job satisfaction, namely:

1. The work itself.
   Satisfaction with work itself is a source primary satisfaction.
2. Salary
   Salary for some is more important than anything that is given company. Salary gives employees the opportunity to fulfill life necessities.
3. Promotion
   Promotion opportunities have a different effect on satisfaction work.
4. Supervision / supervision.
   There are two dimensions of supervision that influence job satisfaction. First, the superior's concern for subordinates, for example provide advice and assistance, communicate personally as well in a work context. Second, the opportunities given to subordinates to participate in decision making that can influence their work.
5. Colleagues.
   Generally cooperative coworkers or team members is the simplest source of job satisfaction for employee's individual.
6. Working conditions.
   Working conditions have little effect on satisfaction work. If the working conditions are good (e.g., the environment is clean and attractive)

An employee's job satisfaction is considered to provide benefits which is great for the benefit of employees, companies or organizations. Many factors affect employee job satisfaction. Another Indicators that affect job satisfaction according to Hasibuan (2001) as follows:

a. Fair and proper remuneration.
b. The right placement according to expertise.
c. The weight of the work.
d. Work atmosphere and environment.
e. Equipment that hinders the execution of work.
f. The attitude of the leader in his leadership.
g. Thenature of work is monotonous or not

Meanwhile, according to Robbins (2012), indicators are measured job satisfaction is as follows:

a. A mentally challenging job

Employees tend to prefer jobs that are give them the opportunity to use their skills and their abilities and offer varied assignments, freedom, and feedback on how well they worked.

b. The award deserves

Employees want payroll systems and policies promotions that they feel are fair, unambiguous, and worthwhile with their hopes.

c. Favorable working conditions

Employees prefer a safe physical environment, comfortable, clean, and has a minimum level of interference.

d. Supportive co-workers For some employees, work can also be fulfilling the need for social interaction. Therefore, no surprising that it has friendly and co-workers support can increase job satisfaction.

2.2.4 Work Life Balance

1. Definition of work life balance

Work-life balance has good content at work and outside of work with minimal conflict (Clark in Fapohunda, 2014). This work-life balance is about how a person seeks balance as well as comfort at work and outside of work. There are several definitions by experts regarding work-life balance. Kalliath and Brough (2008) stated that work-life balance as 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. In addition, work-life balance is an individual's subjective assessment of the harmony of work and non-work activities and life in general (Brough et al (2014). Based on the explanation above, it can be concluded that work-life balance is an individual's perception of the harmony of work and non-work activities and life in general.

According to Delecta (2011), work-life balance is an individual's ability to fulfill work and family commitmen ts, as well as other responsibilities in addition to work and other activities. This statement is supported by the definition according to Susi and Jawaharrani (2011) that stated life balance is an effort to fulfill satisfaction in three basic areas of life, namely work, family and personal. From this explanation, it can be concluded that every individual must have the ability to balance work, family and personal life to achieve work-life balance. This is in accordance with the definition of Lockwood (2003) which says work-life balance is a state of balance between two demands in which the work and life of an individual are the same.

Another explanation was put forward by Hudson (2005) which explains that work-life balance is the level of satisfaction or compatibility between multiple roles in one's life. This is in accordance with the definition put forward by Greenhaus, Collins and Shaw (2003) explained that work-life balance is the extent to which employees are balanced and satisfied in their roles in their work life and non-work life. So from the explanation 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.

2. Aspects of work life balance

According to Bradley (2005), work life balance includes several aspects, namely:

a. Time balance, Concerning the amount of time given to work and roles outside of work. The time needed to carry out tasks in the organization and its role in the life of the individual, for example, an employee besides work also needs time for recreation, gathering with friends also provides time for family.

b. Involvement balance, Concerning the psychological level of involvement or commitment to work and outside of work. The balance that involves the individual in the individual such as the level of stress and the involvement of the individual in work and in his personal life.

c. Statisfaction balance, the level of satisfaction at work and outside of work. Perceived satisfaction, the individual has comfort in involvement in his work and in the individual's life.

Meanwhile, according to Fisher et al (2009), said that work-life balance has 4 forming dimensions, namely:

a. WIPL (Work Interference With Personal Life). This dimension refers to the extent to which work can interfere with an individual's personal life. For example, work can make it difficult for a person to manage time for his personal life.

b. PLIW (Personal Life Interference With Work). This dimension refers to the extent to which an individual's personal life interferes with his work life. For example, if the individual has problems in his personal life, this can interfere with the individual's performance at work.

c. PLEW (Personal Life Enhancement Of Work). This dimension refers to the extent to which a person's personal life can improve individual performance in the world of work. For example, if the individual feels happy because his personal life is pleasant, then this can make the individual's mood at work pleasant.

d. WEPL (Work Enhancement Of Personal Life). This dimension refers to the extent to which work can improve the quality of an individual's personal life. For example, skills acquired by individuals at work, enable individuals to utilize these skills in everyday life.

Based on the opinions expressed by some of these experts, it can be concluded that work-life balance includes aspects, such as aspects of time balance, involvement balance, statisfaction balance and Work Interference With Personal Life, Personal Life Interference With Work, Personal Life Enhancement Of Work, Work Enhancements Of Personal Life. In this study, the aspects that will be used are the aspects proposed by (Hudson, 2005) namely time balance, involvement balance, statisfaction balance. The use of the aspects described by Hudson (2005) is considered the most representative for this research.

3. **Factors Affecting work life balance**

Utami and Yuniarti (2010) there are several factors driving work-life balance, namely:

a. The value of comfort, comfort makes a person better understand what he does every day and makes a person able to overcome conflicts that occur. For example, employees

can arrange workspaces or work desks, so as to make employees comfortable in completing their work.

b. Religious values, by believing in God, a person will be able to do self-reflection and accept conditions. For example, before doing a job, employees can perform worship such as prayer, prayer or so on.

c. The value of achievement where a person can use his knowledge to be able to help and solve problems that occur in everyday life flexibly. For example, employees can manage work schedules from an understanding of time management, so that work time can be completed flexibly and quickly.

Meanwhile, according to Schabracq, Winnubst, and Coope (2003) there are several

factors that might affect a person's work-life balance, namely:

a. Personality Characteristics Personality characteristics can affect a person's life in work activities and outside work. According to Novelia, 21 Sukhirman, and Hartana (2013) in their research, personality is a factor in influencing work-life balance.

b. Family Characteristics This characteristic becomes one of the important aspects that can determine whether there is a conflict between work and personal life. This factor is supported by research conducted by Zulaifah (2015) which says that the family situation of parents who are separated from work (long distance family) has a higher work familiy interface.

c. Job Characteristics These characteristics include work patterns, workload, work shifts and the amount of time used to work can trigger conflicts, both conflicts in work and conflicts in personal life. the more number of working hours employees use, the higher the complexity and control over the work. This will have an impact on the emergence of dissatisfaction in achieving work life balance. The ideal working hour is the time completed in the work that does not exceed the set time (Valcour, 2007).

d. Attitude Attitude is an evaluation of various aspects of the social world. Where in the attitude there are components such as knowledge, feelings and tendencies to act. The attitude of each individual is one of the factors that affect work-life balance.

4. **Strategies for Creating Work-Life Balance**

Preeti Singh and Parul Khanna (2011) have formulated 9 strategies to grow

"Work Life Balance" namely:

1. Flexible working hours, providing flexible and consultable time arrangements for all employees.
2. Part-time work, providing more part-time work with fewer hours or shifts or arranging a division of labor for all employees.
3. Reasonable working hours, reduce excessive working time.
4. Access for handling children, increasing access for handling children with child handling facilities at the office for those who need these facilities.
5. Flexible work arrangements, providing greater flexibility in the arrangement of work to suit the personal conditions of employees, including providing full time for family members
6. Daily leave, allowing employees to request and take time off on a daily basis.

7. Job mobility, providing better mobility for employees to move from hospitals, workplaces and health services to find a more suitable job arrangement.
8. Security and well-being, increasing security, well-being and respect for all employees in the workplace.
9. Phone access, ensuring that all employees can receive calls or urgent messages from their families at work, and have phone access to keep in touch with their families during working hours.

5. Work-Life Balance Program Benefits and Goals

Work-life balance programs can positively affect employees (Michelle Martinez). The objectives of the work-life balance program are:

1. Reduce absenteeism
2. Reduce turnover
3. Increase productivity
4. Reduce overtime costs
5. Retain clients

2.2.5 Work Discipline

1. Definition of work discipline

Discipline can be interpreted as written or unwritten behavior (Hasibuan, 2005). Work discipline can be defined as an attitude of respect, appreciation, obedience and obedience to the applicable regulations, both written and unwritten and being able to carry it out and not evade accepting sanctions if he violates the duties and authorities given to him (Sastrohadiwiryo, 2003:291).

Meanwhile, according to Rivai, discipline is the most important HRM operative function, because the better the employee discipline in the company, the higher the work performance that can be achieved (Rivai, 2009). Employee discipline is the behavior of a person in accordance with the regulations, existing work procedures or discipline is the attitude, behavior and actions in accordance with the regulations of the organization, both written and unwritten (Sutrisno, 2016).

Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms (Veithzal, 2006:444). Another definition of discipline, namely procedures that correct or punish for violating rules or procedures (Simamora, 2004:610) Discipline is the desire and awareness to obey organizational rules and social norms. Therefore discipline is an important means to achieve goals, so discipline development is a very important part of management.

Any management in its implementation requires the discipline of all members of the organization. Discipline is also said to be a means to train and educate people to the rules so that there is compliance and so that they can run in an orderly and orderly manner in the organization. Discipline is also said to be a means of communicating with employees so that employees want to do what is recommended by their superiors and in accordance with established company regulations. Enforcing a discipline is important for the company, because discipline contains rules that must be obeyed by employees. With discipline is expected to make work as efficient as possible. Work discipline can be seen as something that has great benefits, both for the benefit of the organization and for the employees. For organizations, the existence of work discipline will ensure the maintenance of order and the smooth implementation of tasks, so that optimal results are obtained. Meanwhile, employees will get a pleasant working atmosphere so that it will increase morale in carrying out their work. Thus, employees can carry out their duties with full awareness and can develop their energy and mind as much as possible for the realization of organizational goals. There are 2 types of discipline division (Moekizat, 2002: 356), namely:

a. Self-imposed discipline is self-imposed discipline. Discipline that comes from a person who exists is essentially a spontaneous response to a capable leader and is a kind of encouragement in himself, meaning a desire and willingness to do what is in accordance with the wishes of the group.

b. Command discipline is the discipline that is ordered. Discipline that comes from a recognized power and uses frightening means to obtain execution with desired actions expressed through habits, certain rules. In its extreme form, "command discipline" obtains its implementation by using the law.

2. **Indicators of work discipline**

The indicators of low employee work discipline based on Nitisemito (1996) are:

1. Decrease in work productivity
   One indication of low work discipline is indicated by the decline in work productivity. Decreased productivity due to laziness, work delays, and so on. If there is a decrease in work productivity, it is an indication that within the organization there is a decrease in work discipline.
2. High absenteeism
   If the employee's work discipline decreases, it can be seen from the level of employee attendance at work not on time to come and go, often go out during breaks
3. The existence of negligence in completing work
   The low work discipline of employees can be seen by the frequent occurrence of negligence so that it can cause delays in completing work. It can be seen that employees do not use them effectively and efficiently in completing work so that the organization's ability is not optimal in giving trust to employees.
4. High levels of carelessness or accidents.
   Another indication that shows a decrease in the level of employee work discipline is employee carelessness in carrying out work
5. Frequent theft of work materials
6. Frequent conflicts between employees.
   Conflict or dispute is an employee's unease at work that can interfere with the work being carried out and reduce the productivity expected by the organization.

3. **Forms of work discipline**

There are several forms of work discipline that must be considered in carrying out

policies as a leader in an organization/company based on Rivai (2009: 825) are:

1. Retributive Discipline, which is trying to punish people who do wrong.
2. Corrective Discipline, which is trying to help employees correct their inappropriate behavior.
3. Individual rights perspective (Individual Rights Perspective), namely trying to protect the basic rights of individuals during disciplinary actions.
4. Utilitarian Perspective, which focuses on the use of discipline only when the consequences of disciplinary action outweigh the negative effects.

Work discipline can be seen as something that has great benefits, both for the benefit

of the organization and for the employees. For organizations, the existence of work discipline

will ensure the maintenance of order and the smooth implementation of tasks, so that optimal results are obtained. Meanwhile, employees will get a pleasant working atmosphere so that it will increase morale in carrying out their work. Thus, employees can carry out their duties with full awareness and can develop their energy and mind as much as possible for the realization of organizational goals.

4. Factors that affect employee work discipline

Hasibuan (2009: 194) mentioned factors that affect employee work discipline are as follows:

1. Goals and abilities. Goals and abilities also affect the level of employee discipline, of course basically the work assigned to the employee must be in accordance with the employee's abilities, so that the employee is disciplined and serious in doing the job.

2. Leadership. Leadership has an important role in determining employee work discipline. Because the leader will be an example for his subordinates.

3. Compensation. Compensation plays an important role in employee work discipline, meaning that the greater the compensation provided by the company, the better the employee's work discipline. Vice versa, employees will find it difficult to work with discipline if their primary needs are not met.

4. Legal sanctions. Increasingly severe legal sanctions will make employees afraid to take disciplinary action, and employee compliance with company regulations will improve.

5. Supervision. Supervision is the most effective action to realize the employee's work discipline.

2.3 Hypothesis Development

2.3.1 Hypothesis development the Influence of Work life Balance on Job Satisfaction

Research conducted by Kanwar et al. (2018) stated that there is a positive and significant relationship between the Work Life Balance variable and the job satisfaction variable. The theory used in this study is the theory of McDonald and Bradley (2005) on the work life balance variable and the theory proposed by Luthans (2006) on the variable job satisfaction.

Research conducted by Asepta and Maruno (2017) stated that there is a positive and significant relationship between the Work Life Balance variable and the Job Satisfaction variable. The theory used in this study is the theory of McDonald and Bradley (2005) on the Work life Balance variable and the theory proposed by Robbins (2007) on the Job Satisfaction variable.

Research conducted by Ganaphati (2016) stated that there is a positive and significant relationship between the Work Life Balance variable and the Job Satisfaction variable. The theory used in this study is the theory of McDonald and Bradley (2005) on the Work life Balance variable and the theory proposed by Sutrisno (2010) on the Job Satisfaction variable.

Research conducted by Pangemanan et al. (2017) stated that there is a positive and significant relationship between the Work Life Balance variable and the Job Satisfaction variable. The theory used in this study is the theory of McDonald and Bradley (2005) on the Work life Balance variable and the theory proposed by Luthans (2006) on the Job Satisfaction variable.

Research that has been done by Pandey et al. (2020) stated that there is a positive and significant relationship between the Work Life Balance variable and the Job Satisfaction variable. The theory used in this study is the theory of Greenhaus and colleagues (2003) on the Work life Balance variable and the theory proposed by Locke (1976) on the Job Satisfaction variable.

Based on the relationship between these variables, employees who can successfully apply the balance between personal life and work life, it will be easier for employees to gain satisfaction in working with the achievements that has been obtained. Therefore, the proposed hypothesis is as follows:

H1: There is a positive and significant influence of work life balance on job satisfaction.

2.3.2 Hypothesis development of the Influence of Work life Balance on Employee performance

Research conducted by Johari et al. (2017), stated that there is a positive and significant relationship between the Work Life Balance variable and the employee performance variable. The theory used in this study is Clark's (2000) theory on the work life balance variable and the theory proposed by Robbins and Judge (2015) on the employee performance variable.

Research that has been conducted by Hidayat et al. (2017) stated that there is a positive and significant relationship between the Work Life Balance variable and the employee performance variable. The theory used in this study is the theory of McDonald and Bradley (2007) on the work life balance variable and the theory proposed by Wirawan (2007) on the employee performance variable.

Research conducted by Thevanes and Mangaleswaran (2018) stated that there is a positive relationship and significant between the Work Life Balance variables on employee performance variables. The theory used in this study is Greenhpuse and collagues (2003) on the work life balance variable and the theory proposed by Donni (2016) on the employee performance variable,

Research that has been carried out by Mendis et al. (2014) stated that there is a positive and significant relationship between the Work Life Balance variable and the employee performance variable. The theory used in this study is Russel and Bowman (2000) on the work life balance variable and the theory proposed by Werther and Davis (1985) on the employee performance variable.

Based on the relationship between these variables, work-life balance that is applied in a company, is expected to be able to improve the level of work performance of employees so that they can create high performance and productivity for employees in carrying out their duties and obligations. Therefore, it is shown that the proposed hypothesis is as follows:

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

2.3.3 Hypothesis development the Influence of Work Discipline on Job Satisfaction

Research conducted by Budiranti et al. (2020) stated that there is a positive and significant relationship between the Work Discipline variable and the Job Satisfaction variable. The theory used in this study is Hasibuan's (2005) theory on the Work Discipline variable and the theory proposed by Mangkunegara (2006) on the Job Satisfaction variable.

The research that has been done by Winarsih et al. (2020) stated that there is a positive and significant relationship between the Work Discipline variable and the Job Satisfaction variable. The theory used in this study is Hasibuan's (2005) theory on the Work Discipline variable and the theory proposed by James Boles et al. (2007)) on the Job Satisfaction variable.

Research conducted by Purnamasari et al. (2021) stated that there was a positive and significant relationship between the Work Discipline variable and the Job Satisfaction variable. The theory used in this study is the theory of Hamid and Riyanto (2020) on the Work Discipline variable and the theory proposed by Luthans (2005) on the Job Satisfaction variable.

Based on the relationship between these variables, when employees have high work discipline, it is expected for them to be able to complete their responsibilities on time and precise so that employee will gain the feeling of job satisfaction. Therefor, the proposed hypothesis is as follows:

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

2.3.4 Hypothesis development of the Influence of Work Discipline on Employee Performance

Research conducted by Gustama et al. (2021) stated that there was a positive and significant relationship between the Work Discipline variable and the Employee Performance

variable. The theory used in this study is the theory of Sutrisno (2016) on the Work Discipline variable and the theory proposed by Bernadin and Russel (1990) on the employee performance variable.

Research that has been done by Razak et al. (2021) stated that there was a positive and significant relationship between the Work Discipline variable and the Employee Performance variable. The theory used in this study is Hasibuan's (2005) theory on the Work Discipline variable and the theory proposed by Donni (2016) on the employee performance variable.

Research that has been conducted by Prayogi et al. (2020) stated that there is a positive and significant relationship between the Work Discipline variable and the Employee Performance variable. The theory used in this study is the theory of Saman (2009) on the Work Discipline variable and the theory proposed by Serdamayanti (2014) on the employee performance variable.

Research that has been done by Eshi et al. (2019) stated that there is a positive and significant relationship between the Work Discipline variable and the Employee Performance variable. The theory used in this study is Rivai's (2005) theory on the Work Discipline variable and the theory proposed by Mangkunegara (2009) on the employee performance variable.

Based on the relationship between these variables, when employee have high awareness of work discipline, it is expected for them to be disciplined in carrying out their task according to their duties, as well as increase in performance in their work. Therefor, the proposed hypothesis is as follows:

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

2.3.5 Hypothesis development of the Influence of Job Satisfaction on Employee Performance

Research conducted by Miao and Kim (2010) states that there is a positive and significant relationship between the Job Satisfaction variable and the Employee Performance

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variable. The theory used in this study is the theory of Malthis (2008) on the Job Satisfaction variable and the theory proposed by Organs (1988) on the employee performance variable.

Research that has been done by Berliana et al. (2008) stated that there is a positive and significant relationship between the Job Satisfaction variable and the Employee Performance variable. The theory used in this study is the theory of Mangkunegra (2006) on the Job Satisfaction variable and the theory proposed by Mangkunegara (2004) on the employee performance variable.

Research conducted by Febriyana (2015) stated that there is a positive and significant relationship between the Job Satisfaction variable and the Employee Performance variable. The theory used in this study is the theory of Mangkunegra (2006) on the Job Satisfaction variable and the theory proposed by Mangkunegra (2004) on the employee performance variable.

Research conducted by Badrianto et al.(2018) stated that there is a positive and significant relationship between the Job Satisfaction variable and the Employee Performance variable. The theory used in this study is the theory of Malthis (2008) on the Job Satisfaction variable and the theory proposed by Donni (2016) on the employee performance variable.

Research conducted by Razak et al (2018) stated that there is a positive and significant relationship between the Job Satisfaction variable and the Employee Performance variable. The theory used in this study is the theory of Robbins (2003) on the variable Job Satisfaction and the theory proposed by Mangkunegra (2004) on the variable of employee performance.

Based on the relationship between these variables, when an employee feels satisfied about their job, they are motivated to put greater effort to the performance. Then it tends to increase the overall performance of the organization. Therefore, the proposed hypothesis is as follows:

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

2.3.6 Hypothesis development the relation between Work Life Balance on Employee Performance through Job Satisfaction

Research conducted by Soomro et al. (2017) stated 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 in this study is the theory of Greenhaus and Collegues (2003) on the work life balance variable, the theory by Luthans (2006) on the job satisfaction variable, and the employee performance variable by Mangkunagara (2009).

Research conducted by Nurhasanah et al. (2019) stated 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 in this study is the theory of Hayman (2005) on the work life balance variable, the theory by Luthans (2006) on the job satisfaction variable, and the employee performance variable by Koopman (2014).

Research that has been done by Abdirahman et al. (2018) stated 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 in this study is the theory of Greenhaus and Collegues (2003) on the work life balance variable, the theory by Riva (2009) on the job satisfaction variable, and the employee performance variable by Luthans (2006).

Based on the relationship between these variables, employee with a balanced work life and personal life are likely to improve good performance that leads to gain satisfaction in working. Therefore, the proposed hypothesis is as follows:

H6: The indirect influence, work life balance variable influence employee performance through job satisfaction.

2.3.7 Hypothesis development The relation between Work Discipline on Employee Performance through Job Satisfaction

Research conducted by Hustia et al. (2017) stated that there is a positive and significant relationship between the work discipline variable and the employee performance variable through job satisfaction. The theory used in this research is Hasibuan's theory (2005 & 2007) on the variables of Work Discipline and job satisfaction, and the variable of employee performance by Organs (1988).

The research that has been done by Sugiono et al. (2017) stated that there is a positive and significant relationship between the work discipline variable and the employee performance variable through job satisfaction. The theory used in this study is Rivai's theory (2005) on the Work Discipline variable and the theory by Malthins (2008) on the job satisfaction variable, and the employee performance variable by Mangkunagara (2008).

The research that has been done by Subagja et al. (2020) stated that there is a positive and significant relationship between the work discipline variable and the employee performance variable through job satisfaction. The theory used in this study is the theory of Sutrisno (2016) on the Work Discipline variable and the theory by Hasibuan (2007) on the job satisfaction variable, and the employee performance variable by Dharma (2003).

Based on the relationship between these variables, with high work discipline, the employees are expected to maintain good performance towards their task and duties that lead them to gain satisfaction in working. Therefore, the proposed hypothesis is as follows:

H7: The indirect influence, work discipline variable influence employee performance through job satisfaction

2.4 Research Framework

The definition of a theoretical framework according to Sekaran and Bougie (2006) is a conceptual model related to how one constructs a theory or logically connects several factors that are considered important for the problem. The theory flows logically from the documentation of previous research in the problem area. Based on these two definitions, it can be concluded that the theoretical framework is a model that discusses the interdependence relationship between variables that are considered necessary to complement the dynamics of the situation to be studied.

This study contains independent variable, namely Work Life Balance (X1) work discipline (X2), the dependent variable is employee performance (Y) and the intervening variable job satisfaction (Z). The following chart is a more detailed picture:

Work Life Balance (X$_1$) (McDonald and Bradley 2005): 1. Time balance 2. Balance of engagement 3. Satisfaction balance		
	H6	
	H3	
	H1	
Job Satisfaction (Z) Luthan (2006) 1. Payment 2. Jobs 3. Promotional opportunities		Employee Performance (Y) Mangkunegara, 2009 1. quality of work, 2. quantity of work, 3. the implementation of the duties and responsibilities
Work Discipline (X$_2$) Hasibuan, 2005 1. Time efficiency 2. Neatness 3. Sanctions 4. Human relations	H2 H5	
	H4	
	H7	

2.5 Research Hypothesis

The definition of a research hypothesis according to Sekaran and Bougie (2016) is something that is a temporary statement, but can be tested, which predicts what the author hopes to find in the author's empirical data. The hypothesis is based on the theory taken from the research conceptual model and is relational. It can be concluded that the hypothesis can be defined as a logically suspected relationship between two or more variables expressed in the form of a testable statement. By testing the hypothesis and confirming the assumptions on the relationship between variables, it is hoped that solutions can be found to fix the problems encountered.

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

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

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

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

H6: The indirect influence, work life balance variable influence employee performance through job satisfaction

H7: The indirect influence, work discipline variable influence employee performance through job satisfaction
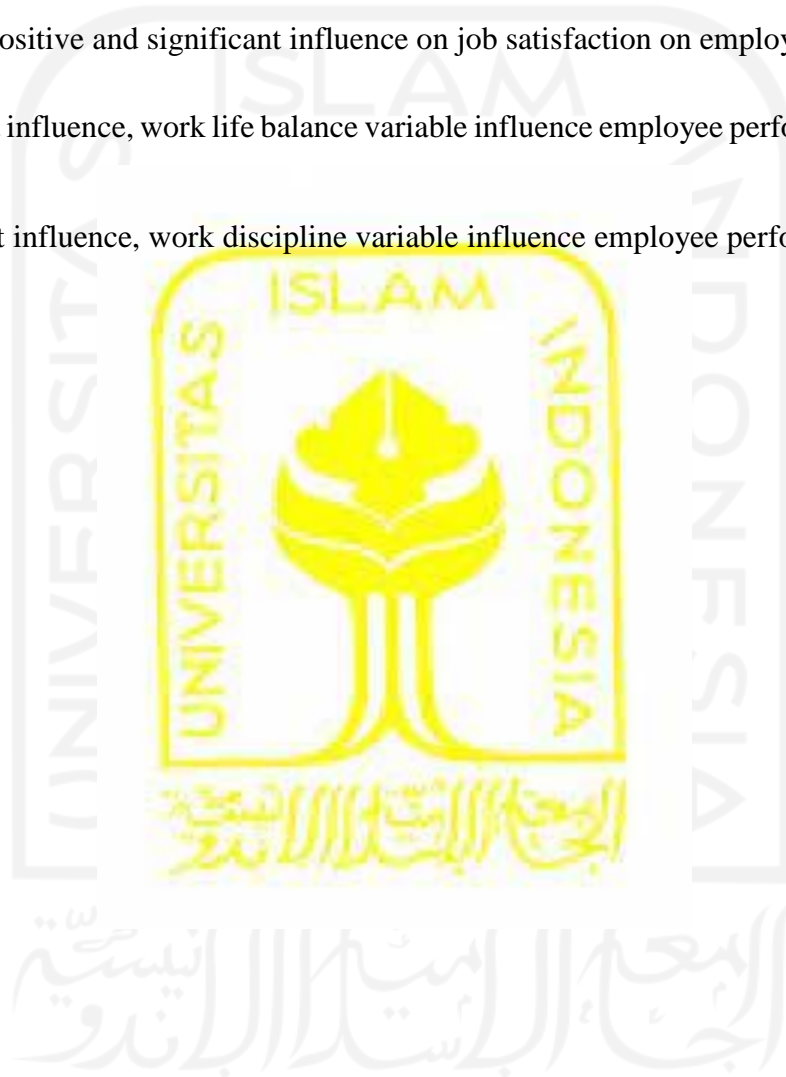
CHAPTER III
RESEARCH METHODS

3.1 Research Approach

In this study the author uses a quantitative approach. According to Sugiyono (2009), a quantitative approach can be defined as a research process based on positivism theory, used to conduct research on certain populations or surveys, sampling procedures are generally random, data collection is carried out using research instruments, data analysis is quantitative/statistical in order to validate the established hypothesis. Creswell (2009) also added that postpositivism reflects the need to identify and assess the causes influencing the results. Anwar (2010) gave similar opinion that the quantitative approach is research that emphasizes the analysis of numerical data that is processed using statistical methods. The sampling is done randomly, and 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. A questionnaire, according to Klassen and Creswell (2012), is a data collection tool in which the respondent types a question or argument and then returns it to the researcher after completing it completely.

Siregar (2013) also included another description that the questionnaire is a data collection tool that helps researchers to learn about the preferences, interests, habits, and traits of each key individual in the organization who may be influenced by the new or current structure. process.

3.2 Research Location

This research is located at **PT. Indonesia Morowali Industrial Park (IMIP)** in Morowali Regency, Central Sulawesi.

1. Company Profile

PT. IMIP is a nickel-based industrial area with the longest industrial chain in the world, 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 the distribution and distribution of industry outside Java. With its nickel potential and supporting government policies, Morowali Regency has the prospect of becoming a Nickel-based Industrial Growth Center.

2. Company mission

The contents of PT IMIP in maintaining sustainable operations and in developing industrial estates are:

a. Committed to carrying out management in a professional manner (Professional Management Commitment Standard).

b. Implementing the applicable standards for an Industrial Estate (Implementation of Industrial Estate Standard).

c. Committed to continuous improvement/improvement. (Continuous improvement Commitment)

d. Try our best to meet the tenant's needs.

e. Facilitating the business development of local communities in collaboration with existing industries in the Industrial Estate and the Government

f. Compliance with applicable laws and regulations.

3.3 Identification of research variables

Variables refer to characteristics or attributes of individuals or organizations that can be measured or observed and vary among the people or organizations studied (Thompson, 2006). Meanwhile, Arikunto (2010) defined a variable as something that can be used as an object of research or a point of research attention. Based on the explanation of these definitions,

it can be concluded that the research variable is an object or attribute or nature or point of interest of research or everything that varies that will be studied by researchers to draw conclusions from it.

The variables used in this study are Work Life Balance (X1) work discipline (X2), the dependent variable is employee performance (Y) and the intervening variable job satisfaction (Z).

1. Independent Variables (X)

    According to Creswell (2009), independent variables are those that (possibly) cause, influence, or influence the results. The independent variables in this study consisted of Wok life balance (X1) work discipline (X2).

2. Dependent Variable (Y)

    According to Creswell (2009), Dependent Variable is a variable that depends on the independent variable; they are the result or result of the influence of the independent variable. The dependent variable in this study consisted of Employee Performance.

3. Intervening Variables (Z)

    According to Creswell (2009), intervening variables stand between the independent and dependent variables, and they mediate the effect of independent variables on the dependent variable. Intervening variables in this study consisted of Job Satisfaction (Y).

3.4 Operational Definition of Research Variables

Variable Operational is something that is done to pay attention to behavioral dimensions, aspects, or traits. It is used for observation and measures to develop a concept. The concept steps are those who define the construct that you want to measure and think about the

content of the measure such as the instrument (one or more question items) used to measure the concept you want to develop (Sekaran and Bougie, 2016:195).

3.4.1 Work Life Balance (X_1)

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.

3.4.2 Work Discipline (X_2)

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. If the company assigns tasks that must be completed within a certain period of time, employees must be punctual in submitting assignments.

2. Neatness

The leader's firmness in taking action will affect the discipline of the company's employees. Leaders must be brave and firm, act to punish every employee who is disciplined in accordance with the legal sanctions set.

3. Sanction

Punishment plays a role in maintaining employee discipline. With increasingly severe penalties, employees will be more afraid to violate the rules, the attitude and disciplinary behavior of employees will decrease. 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.

3.4.3 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

3.4.4 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 Luthans (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. Where there are equal opportunities in promotional programs and promotions in accordance with applicable regulations.

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 employees.

3.5 Population and Research Sample

3.5.1 Population

According to Alvi (2016), population refers to all members who meet specific criteria defined for a research investigation. Population refers to a whole group of people, events, or things of interest that the researcher wants to investigate (Sekaran and Bougie, 2016). In this study, employees of PT. IMIP companies in Morowali were used as the research population.

3.5.1 Sample Research

A good research is described by a good sample. Sekaran and Bougie (2016) states that the sample is part of a population. Sample is a sub-set or sub-group of the population. In this research, used a convenience sampling, where suggestions about sample size for research are outlined by Roscoe (1982 in Sekaran 2016) as follows:

1. The appropriate sample size in the study is between 30 to 500.
2. If the sample is divided into categories (for example: male-female, private civil servants and others) then the number of sample members in each category is at least 30.
3. If the research will perform multivariate analysis (correlation or multiple regression, for example), then the number of sample members is at least 10 times the number of the variables studied. For example, there are 5 research variables (independent + dependent), then the number of sample members = 10 x 5 = 50.
4. For simple experimental research, which uses groups of experimental and control groups, then the number of sample members of each between 10 to 20.

With the description above, it is concluded that the minimum number of the sample in this study was 4 variables multiplied by 10, namely a number of 40 people. This study has a sample of 75 employees of PT.IMIP Morowali.

3.5.2 Sampling technique

The sampling technique according to Siregar (2013) is a process that selects a number of elements from the population. To determine the sample to be used in a study, several techniques are used. Mentioned by Sugiyono (2017), there are two types of sampling in a population, namely probability sampling and non-probability sampling. In this research, researcher used the probability sampling technique. Sekaran and Bougie (2009) stated that probability sampling is a sampling technique that provides an equal opportunities for each element of the population to be selected as a sample. With probability sampling, then the sampling is random from the existing population which is in PT. IMIP. This research used the Simple Random Sampling because the sampling of population members is carried out randomly without regard to the existing strata in the population.

3.6 Types of Data and Data Collection Techniques
3.6.1 Types of Data
　　1. Primary Data

Primary Data According to Ajayi (2017) is a real-time data. Primary data is collected to handle secondary data. Primary data sources include surveys,observations, experiments, questionnaires, personal interviews, and others. In this study, the type of data collected is primary data, namely by distributing questionnaires to PT. IMIP employees related to respondents' perceptions of woerk life balance, work discipline, job satisfaction and employee performance in the company

2. Secondary Data

According to Ajayi (2017), secondary data is data related to the past. Secondary data are collected for purposes other than those of the problem faced. Secondary data collection sources are government publications, websites, books, journal articles, internal notes, etc. In this study, secondary data came from documents companies, online books, and research-related journal articles this. Researchers also used literature reviews related to variable performance appraisal, compensation, job satisfaction, and employee performance in order to support this research.

3.6.2 Data Collection Techniques

In this study, data collection techniques were used for the process of collecting data is by distributing questionnaires given to respondents. According to Ajayi (2017), the questionnaire is one of the main sources of data with the observation technique consisting of a series of items presented to the respondent in written form, at to which individuals are expected to respond in writing. Questionnaires can be designed and used to collect a number of data from various respondents. Questionnaires have a number of benefits compared to other forms of data collection namely: usually not expensive to manage; very little training is needed for develop it; and they can be easily and quickly analyzed upon completion Wilkinson and Birmingham (2003).

The questionnaire that will be distributed consists of several questions regarding performance appraisal, compensation, job satisfaction and performance employees inside the company. This question must be answered by employees as respondents on a predetermined scale. Scale in this questionnaire will represent answers from very positive to which is very negative. One of the most popular approaches is Likert scale. This scale is used to measure attitudes for statements that are submitted in the questionnaire. Respondents are given a scale

Possible response (usually five) to questions, ranging in size attitude of 'strongly agree' to the opposite measure of 'absolutely not agree. Responders specify their level of agreement to a statement typically in five points: (1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree.

3.7 Test Research Instruments
3.7.1 Validity Test

Validity relates to the meaningfulness of the research component (Drost,2011). Validity is a test of how well the instrument is developed in order to measure certain concepts that are intended to be measured such as techniques, and the process of conducting research. In other words, validity is related by whether we measure the right concept, and reliability with stability and consistency of measurement Sekaran and Bougie (2016).

Validity test This instrument can be done using the SPSS program with fault tolerance of $\alpha = 0.05$ as has been used in this study earlier. If r-count> r-table, then the questionnaire is used for research is said to be valid. Meanwhile, if r-count <r-table, then the questionnaire invalid.

According to Sekaran and Bougie (2009), there are three ways to measure validity, namely:

1. Correlational analysis as in the case of constructing concurrent validity and convergent.

2. Factor analysis using the multivariate technique which confirms the dimension of the concept which has been operationally defined, and indicates which item best fit for each dimension by establishing construct validity.

3. Perform multitrait matrix with derived multi-method correlation measure the concept of different forms and different methods.

3.7.2 Reliability Test

According to Drost (2011), the reliability of a measure indicates the extent to which the measure is without bias (error free) and ensure consistent measurement within across time and for various items in the instrument. In other words, size reliability is an indication of stability and consistency with an instrument measure concepts and help judge the "goodness" of a measure Sekaran and Bougie (2016).

According to Drost (2011), reliability is the extent to which the measurement can be repeated when different people take measurements on different occasions, under different conditions, with the instrument alternatives that measure the same thing. Instrument reliability testing can be done using the Cronbach Alpha formula because of the instrument This research is in the form of a questionnaire and a stratified scale. Alpha Cronbach can considered as a very adequate index of inter-item reliability.

According to Sekaran and Bougie (2016), Alpha Cronbach is the reliability coefficient shows how well the items in a set are positively correlated with each other other. Cronbach's alpha was calculated based on the mean of intercorrelations among items which measures the concept. According to Sekaran and Bougie (2016), the value of reliability anything less than 0.60 is considered bad. To be accepted, the value is reliability must be in the range 0.70. The Cronbach Alpha reliability coefficient is typical ranges between 0 and 1. However, there is really no lower limit for coefficients Chen et al (2018). The Alpha Cronbach formula is as follows:

$$\alpha = n/\,n{-}1\,(1 - \sum i\, Vi\, V\,)$$

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Information :

n: number of items

Vi: difference from the total score

Vt: difference from the value of the item

3.8 Data Analysis Methods

3.8.1 Classic Assumption Test

The classical assumption test is carried out before testing the regression analysis multiple. The classical assumption test of the data to be processed aims to provides certainty if the regression equation results are unbiased and consistent. Test classical assumptions consist of:

a. Multicollinearity Test

Ghozali (2013) in his research defined the multicollinearity test serves to test whether there is a correlation between the independent variables. In the model regression. In testing multicollinearity, it is necessary to know the value coefficient of variance inflation factor (VIF). Multicolonierity test criteria is if the VIF value is ≤ 10 Ghozali (2013).

b. Heteroscedasticity Test

This test aims to determine the variance inequality of residual. If the variance is different it is called heteroscedasticity (Ghozali, 2013). Symptoms of heteroscedasticity occur as a result of data inequality, too varied the data studied. The criteria are as follows:

1) If the significance value> 0.05 means that there is no heteroscedasticity.

2) If the significance value <0.05, it means that there is heteroscedasticity.

c. Autocorrelation Test

This test is to see whether or not there is a correlation between errors confounding error at period t with confounding error at period t-1 (previous). If there is a correlation, it means that there is an autocorrelation problem (Ghozali, 2013). To perform this autocorrelation test, researchers need to compare Durbin Watson scores, both dU (Durbin Upper) scores and the dL (Durbin Lower) value. Durbin Watson's score for this study are dU = 1.7062 and dL = 1.7602 with a sample of 150 employees with independent variables, with the amount of 2.

3.8.2 Multiple Linear Regression Analysis

Multiple linear regression analysis provides a way to assess this objective degree and character of the relationship between the independent variables and variables Sekaran and Bougie (2016). While according to Verma (2013), Regression equation where variable dependent using two or more independent variables known as multiple regression. The purpose of multiple linear regression analysis is to use an independent variable whose value is known for predicting the single dependent value chosen by the researcher (Wang et al,2014). When the independent variables are regressed against the variable dependent in an attempt to explain the variance in it, size individual regression coefficients will show how much increase by one units in the independent variable that affect the dependent variable, assuming that all other independent variables are unchanged (Sekaran and Bougie, 2016). Multiple regression equation that has two variables, namely:

$Y = a + b_1X_1 + b_2X_2$

Information:

Y : The dependent variable

X1, X2 : Independent variable

A : Regression constant

B : Regression coefficient

3.8.3 Hypothesis Testing

1. The Coefficient of Determination (R2)

Ghozali (2009) explained that the coefficient of determination (R2) in essence measures how far the ability of the model to explain variations in the dependent variable. Score the coefficient of determination is between zero and one. If the value is R2 small, mean the ability of the independent variables in explaining variable variations dependent is very limited. If the value of R2 approaches one, meaning the variables independently provides almost all the information it needs to predict the variation in the dependent variable. The fundamental weakness of using the coefficient of determination is bias on the number of independent variables entered into the model. Every one additional independent variable, then R2 definitely increases no matter whether this variable has a significant effect on the variable dependent. Therefore, many researchers recommend using value Adjusted R2 at the time of evaluating which regression model is best. Not like R2, Adjusted R2 value can go up or down if one variable independent is added to the model (Ghozali, 2009).

2. Significant Test for Individual Parameters (T Static Test)

According to Ghozali (2009), the statistical t test shows how far the influence of one independent variable individually in explaining dependent variable. Tests are carried out using

levels significance of 0.05 (α = 5%). Acceptance or rejection of the hypothesis is carried out with the following criteria:

A. If the significant value> 0.05 then the null hypothesis is accepted (regression coefficient not significant). This means that partially the independent variable does not have a significant effect on the variable dependent. B

B. If the significant value <0.05 then the null hypothesis is rejected (regression coefficient significant). This means partially the independent variable has a significant effect on the dependent variable.

3. Stimultaneous Significant Test (F Test Statistic)

The f statistical test basically shows what all the variables are independent or free that is included in the model has influence collectively on the dependent or dependent variable (Ghozali, 2009). Tests were carried out using a significance level of 0.05 (α = 5%).

3.8.4 Path Analysis

A method that examines the sequence of causes the effect between a number of variables in a research model is called the path method analysis or path analysis (Sudaryono , 2011). With path analysis, researchers performed a series of regressions to analyze the effect on the dependent variable in the model (Stage et al. 2004). According to Stage et al. (2004), Path analysis has a close relationship with multiple linear regression analysis

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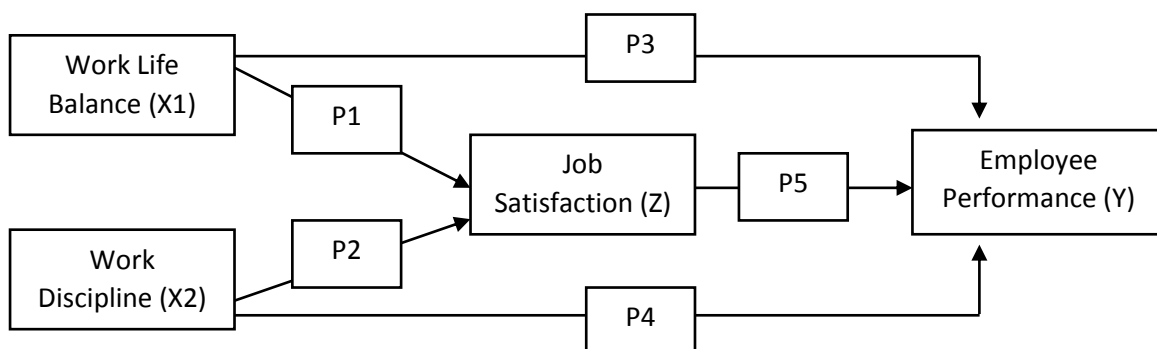
Information:

X1= Work Life Balance (Independent Variable)

X2 = Work Discipline (Independent Variable)

Z = Job Satisfaction (Mediation Variable)

Y = Employee Performance (Dependent Variable)

P1 = coefficient the influence of X1 on Z

P2 = coefficient the influence of X2 on Z

P3 = coefficient the influence of X1 on Y

P4 = coefficient the influence of X2 on Y

P5 = coefficient the influence of Z on Y
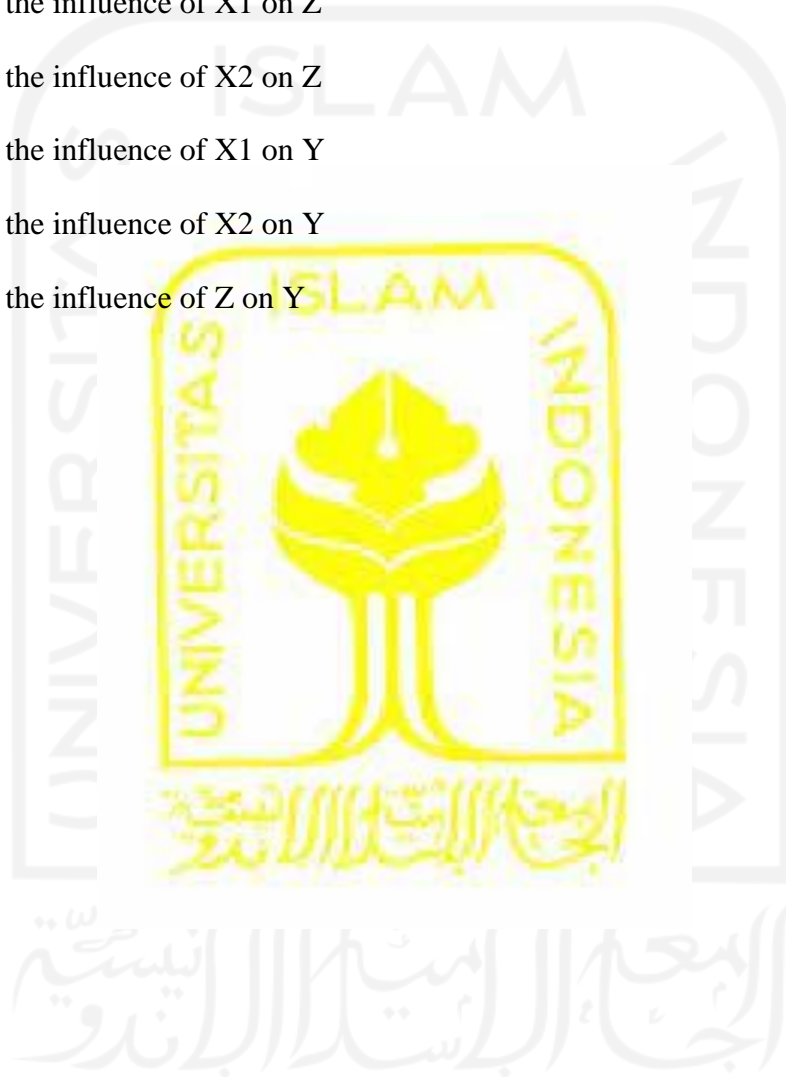
CHAPTER IV
DISCUSSION

This chapter contains analysis and discussion related to "The Influence of Work Life Balance and Work Discipline on Employee Performance through Job Satisfaction at PT. IMIP. Researchers have attempted to distribute questionnaires via Google Form through known-connection that work in the company, then asked to share the to his colleagues. However, due to time constraints (waiting for up to one month) finally 75 respondents were obtained. Data analysis is carried out using SPSS 21 software. Discussion of the research results carried out in this chapter starting from a descriptive analysis covering the workplace, types of gender, age, last education, monthly income, and years of service. Then, quantitative analysis and discussion were carried out which included path analysis, analysis of multiple regression, and hypothesis testing.

4.1 Research Instruments Validity and Reliability Test Results

4.1.1 Validity Test Result

Table 4.1 Question Distribution based on Variable

No	Variable	Total
1	Work Life Balance (X1)	6
2	Work Discipline (X2)	9
3	Employee Performance (Y)	9
4	Job Satisfaction (Z)	15
Total Questions		39

Source: primary data processed, 2022

The validity test in this study is calculated based on the items or variables of work life balance, work discipline, employee performance and job satisfaction. Data taken from 75 respondents which were then processed using SPSS 21.

Table 4.2 Results of Work life balance Validity Test Analysis (X1)

No	Varible Indicator	R-Count	R-Table	Note
1	I work according to the working hours that have been determined by the company	.374	0,227	Valid
2	I make time outside of work for family and friends.	.415	0,227	Valid
3	I have responsibility and loyalty to my job and the company.	.502	0,227	Valid
4	I can divide my responsibilities between family and work.	.522	0,227	Valid

No	Varible Indicator	R-Count	R-Table	Note
5	My family has always supported my career and job.	.468	0,227	Valid
6	I am satisfied with what I have achieved so far in my work.	.464	0,227	Valid

Based on the table data that has been described, there are 1 to 6 work life balance questions variable (X1) with all questions proven valid because has an r-count value greater than the r-table value (r-count > r-table).

Table 4.3 Result of Work discipline Validity Test Analysis (X2)

No	Varible Indicator	R-Count	R-Table	Note
1	I always arrive on time for work	.490	0,227	Valid
2	I always come home on time after work	.242	0,227	Valid
3	I never leave work for no apparent reason	.360	0,227	Valid
4	I wear the uniform/clothes according to the rules	.540	0,227	Valid
5	I make sure my uniform is neat before going to work	.409	0,227	Valid
6	I always comply with all my workplace regulations and applicable social norms	.536	0,227	Valid
7	My workplace provides sanctions if I violate existing regulations	.512	0,227	Valid
8	My work environment teaches me to always respect people	.512	0,227	Valid
9	My work environment fosters empathy and a sense of family	.403	0,227	Valid

Based on the table data that has been described, there are 1 to 9 work discipline questions variable (X2) with all questions proven valid because has an r-count value greater than the r-table value (r-count > r-table).

Table 4.4 Result of Employee Performance Test Analysis (Y)

No	Varible Indicator	R-Count	R-Table	Note
1	I can work carefully	.601	0,227	Valid
2	I can overcome difficulties at work	.613	0,227	Valid
3	I have the appropriate skills to handle the job	.621	0,227	Valid
4	I can work according to procedures	.636	0,227	Valid
5	I can work efficiently	.602	0,227	Valid
6	I can work according to standard time	.586	0,227	Valid
7	I can complete the responsibilities assigned by the company	.684	0,227	Valid

8	I can complete my work according to work standards	.693	0,227	Valid
9	I I can minimize failures in the work system	.604	0,227	Valid

Source: primary data processed, 2022

Based on the table data that has been described, there are 1 to 9 employee performance questions variable (X2) with all questions proven valid because has an r-count value greater than the r-table value (r-count > r-table).

Table 4.5 Result of Job Satisfaction Test Analysis (Z)

No	Varible Indicator	R-Count	R-Table	Note
1	My workplace always provide a regular payroll	.497	0,227	Valid
2	The salary given is in accordance with my position and performance that has been done	.338	0,227	Valid
3	There is a detailed salary provision	.561	0,227	Valid
4	I am able to complete work independently	.485	0,227	Valid
5	The job given is according to my ability	.626	0,227	Valid
6	I am able to develop my skills	.689	0,227	Valid
7	My workplace provides a clear promotion system	.731	0,227	Valid
8	There is equal opportunity in promotional programs	.686	0,227	Valid
9	Promotion is in accordance with applicable rules	.681	0,227	Valid
10	I have a supportive superior	.512	0,227	Valid
11	I gain help from superior	.567	0,227	Valid
12	There is supervision in the work operating system by superiors	.584	0,227	Valid
13	I gain mutual support among co-workers	.477	0,227	Valid
14	There is friendly relationship between coworkers in my workplac	.517	0,227	Valid
15	There is good cooperation to solve the problem in my workplace	.564	0,227	Valid

Source: primary data processed, 2022

Based on the table data that has been described, there are 1 up to 15 work discipline questions variable (X2) with all questions proven valid because has an r-count value greater than the r-table value (r-count > r-table).

4.1.2 Reliability Test Results

According to Drost (2011), the reliability of a measure indicates the extent to which the measure is without bias (error free) and ensure consistent measurement within across time and for various items in the instrument. In This study we used the Alpha Cronbach method to measure reliability. When Cronbach's Alpha value is greater than 0.60 then the instrument is declared reliable.

Below are the results of reliability tests on work life balance, work discipline, employee performance and job satisfaction.

Table 4.6 Reliablilty Test Result

NO	Variables	Cronbach's Alpha Value	Sig.	Note
1	Work Life Balance	.883	0,6	Reliable
2	Work Discipline	.882	0,6	Reliable
3	Employee Performance	.885	0,6	Reliable
4	Job Satisfaction	.919	0,6	Reliable

Source: primary data processed, 2022

Based on the description above, it is concluded that all variables are stated reliable as evidenced by the value of Cronbach's Alpha is greater than significance level 0.60.

4.2 Descriptive Analysis

Descriptive analysis describes the personal characteristics of respondents who researched as well a description of research results from the variables of work life balance, work discipline, employee performance, and job satisfaction.

4.2.1 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. Furthermore, the data are differentiated based on characteristics of existing respondents as additional information to be able to understand more in-depth of this research.

1. Characteristics of respondents based on gender

Based on research data related to gender respondents, obtained data presented in table 4.7

Table 4.7 Characteristics of Respondents Based on Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	51	68.0	68.0	68.0
	Female	24	32.0	32.0	100.0
	Total	75	100.0	100.0	

Source: primary data processed, 2022

Characteristics of respondents based on gender consist of 2 categories which are: presented in Figure 4.1 diagram:
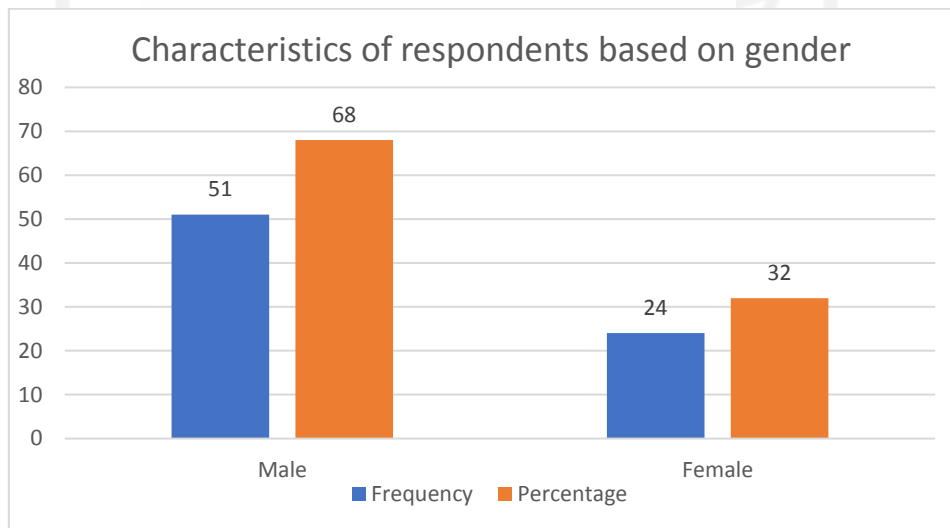
Figure 4.1 Diagram of Respondents Characteristics by Gender

Based on table 4.7 and figure 4.1, it is known that from 75 respondents, in this study, 51 people or 68 percent of the respondents were male and 24 people or 32 percent of respondents were women. This shows that the composition between male and female respondents is more dominated by male respondents.

2. Characteristics of Respondents Based on Age

Based on research data related to the age of the respondents, obtained data presented in table 4.8:

Table 4.8 Characteristic of Respondents based on Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 - 25 Years Old	59	78.7	78.7	78.7
	25 - 30 Years Old	10	13.3	13.3	92.0

31- 40 Years Old	2	2.7	2.7	94.7
Less than 20 Years Old	4	5.3	5.3	100.0
Total	75	100.0	100.0	

Source: primary data processed, 2022

Characteristics of respondents based on age consists of 4 category presented in the figure 4.2 diagram:
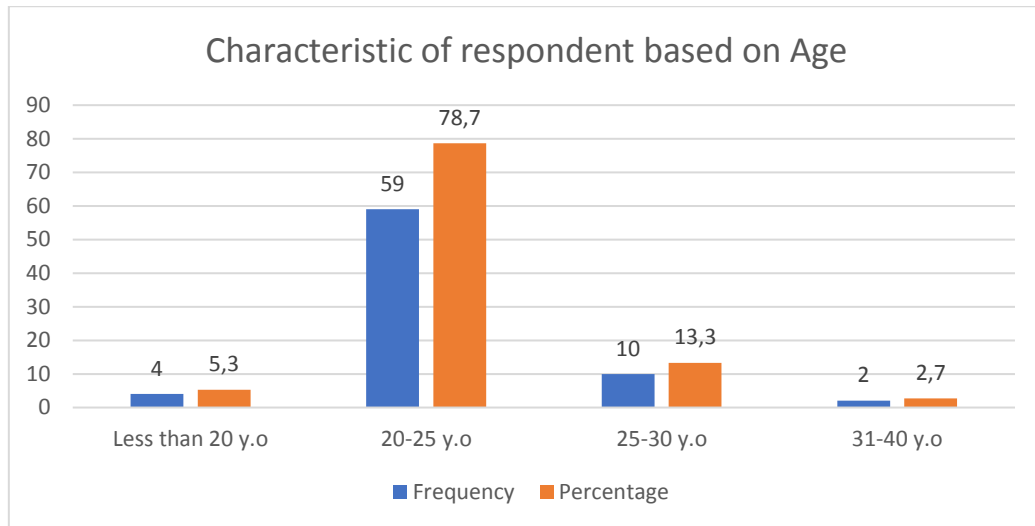
Figure 4.2 Diagram of Characteristic based on Age

Based on table 4.8 and figure 4.2, it is known that from 75 respondents, 4 respondents are aged less than 20 years old, 59 respondents are aged between 20-25 years old, 10 respondents are aged 25-30 years old, and 2 of the respondents are between 31-40 years old.

3. Characteristics of Respondents Based on Recent Education

Based on research data related to the respondents recent education, obtained data presented in table 4.9:

Table 4.9 Characteristic of Respondents based on Recent Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	31	41.3	41.3	41.3
	Bachelor (S1)	19	25.3	25.3	66.7
	High School	25	33.3	33.3	100.0

	Total	75	100.0	100.0	

Characteristics of respondents based on recent education consists of 3 category presented in the figure 4.3 diagram:
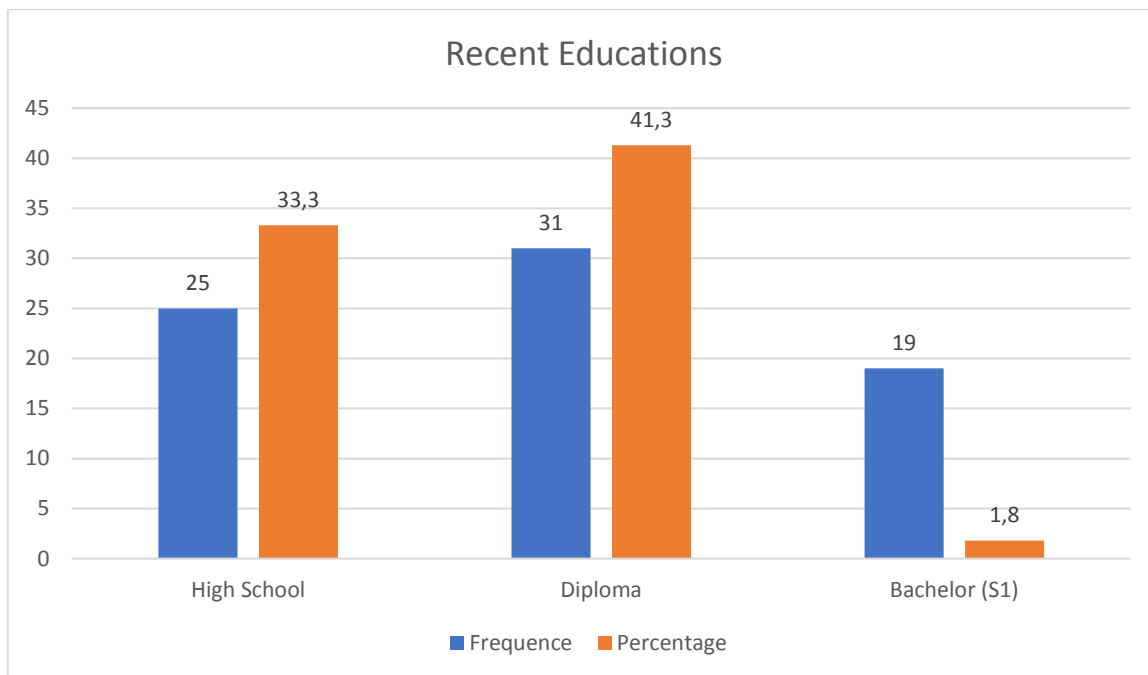
Figure 4.3 Diagram of Characteristic based on recent education

From table 4.9 and figure 4.3 above, it shows that from 75 respondents In this study, 25 people or 33.3 percent of respondents had a high school education, 31 people or 41.3 percent of respondents with the latest Diploma in education, and 19 people or 25.3 percent with bachelor degree.

4. Characteristic of respondents based on marital status

Based on research data related to the respondent's marital status, obtained data presented in table 4.10:

Table 4.10 Characteristic of Respondents based on Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	4	5.3	5.3	5.3

		Frequency	Percent	Valid Percent	Cumulative Percent
	Single	71	94.7	94.7	100.0
	Total	75	100.0	100.0	

Source: primary data processed, 2022

Characteristics of respondents based on marital status consists of 2 categories presented in the figure 4.3 diagram:
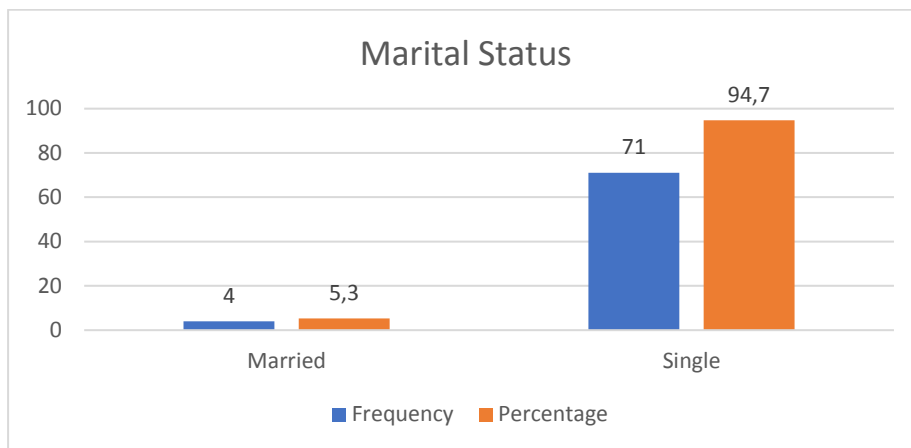
Figure 4.4 Diagram of characteristic based on marital status

From table 4.10 and figure 4.4 above, it shows that from 75 respondents in this study, 71 people or 94.7 percent of respondents are still single, meanwhile 4 of the respondents have married.

5. Characteristic of respondents based on years of services

Based on research data related to the respondent's year of services, obtained data presented in table 4.10:

Table 4.11 Characteristic of respondents based on years of services

		Frequency	Percent	Valid Percent	Cumulative Percent
	Less than 5 years	72	96.0	96.0	96.0
Valid	5 – 10 years	3	4.0	4.0	100.0
	Total	75	100.0	100.0	

Source: primary data processed, 2022

Characteristics of respondents based on marital status consists of 3 categories presented in the figure 4.4 diagram:
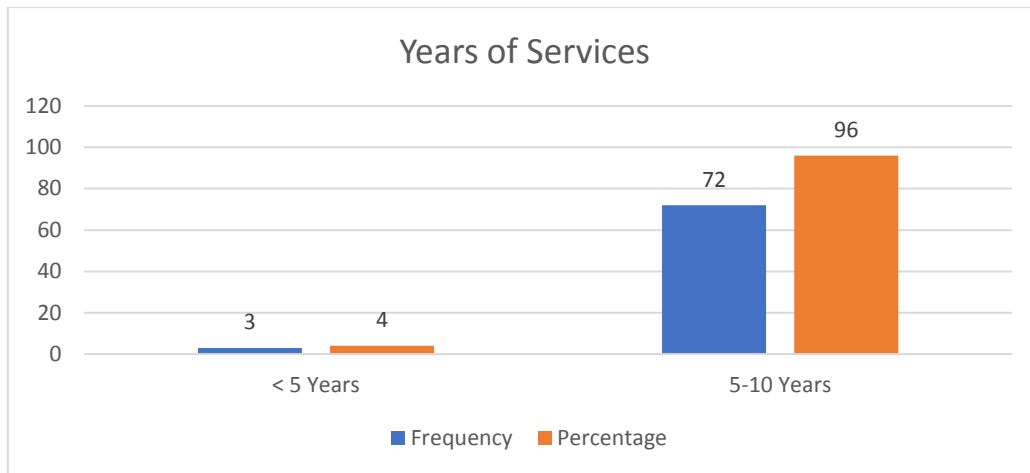
Figure 4.5 Diagram of characteristic based on years of services

From table 4.10 and figure 4.4 above, it shows that from 75 respondents in this study, 71 people or 94.7 percent of respondents are still single, meanwhile 4 of the respondents have married.

6. Characteristic of respondents based on Job Position

Based on research data related to the respondent's year of services, obtained data presented in table 4.12:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administrator	2	2.7	2.7	2.7
	Analysis	1	1.3	1.3	4.0
	ICP Analysis	1	1.3	1.3	5.3
	Cadangan Keahlian	1	1.3	1.3	6.7
	Cadangan Keahlian/Management Traine	1	1.3	1.3	8.0
	Crew	56	74.7	74.7	82.7
	Crew Intern	1	1.3	1.3	84.0
	Foreman	1	1.3	1.3	85.3
	Intern	1	1.3	1.3	86.7
	Student (Intern)	1	1.3	1.3	88.0

	Frequency	Percent	Valid Percent	Cumulative Percent
Mechanic	1	1.3	1.3	89.3
Operator	6	8.0	8.0	97.3
Staff	1	1.3	1.3	98.7
Welder	1	1.3	1.3	100.0
Total	75	100.0	100.0	

Table 4.12 Characteristic of respondents based on Job Position

...eristics of respondents based on Job position consists of 5 categories presented in the ...6 diagram

Figure 4.6 Diagram of characteristic based on job position

From table 4.12 and figure 4.6 above, it shows that from 75 respondents in this study, 56 people or 74.7 percent of respondents are placed in crew position, 6 people of 8 percen as operator, 1 people as foreman and 12 others of 16 percent placed as staff, analyst, internship, management trainee and etc.

7. Characteristic of respondents based on Salaries

Based on research data related to the respondent's salaries, obtained data presented in table 4.13:

Table 4.13 Characteristic of respondents based on Salaries

	Frequency	Percent	Valid Percent	Cumulative Percent

	Rp 3.000.000 – Rp 5.000.000	36	48.0	48.0	48.0
Valid	Rp 5.000.000 – Rp 10.000.000	39	52.0	52.0	100.0
	Total	75	100.0	100.0	

Source: primary data processed, 2022

Characteristics of respondents based on salaries consists of 2 categories presented in the figure 4.6 diagram
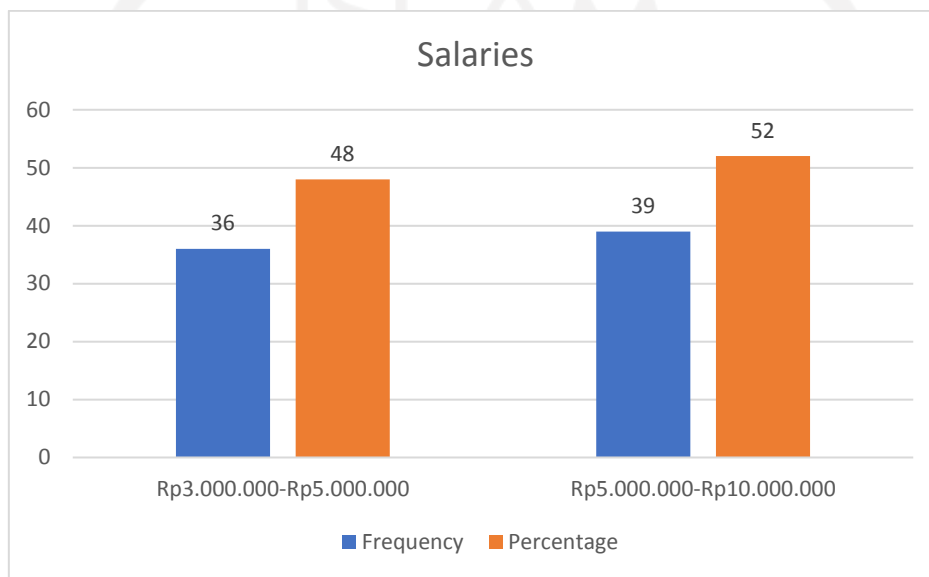
Figure 4.7 Diagram characteristic of respondents based on salaries

From table 4.13 and figure 4.7 above, it shows that from 75 respondents in this study, 36 people or 48 percent of respondents have their monthly salaries between 3 million up to 5 million, meanwhile 39 respondent or 52 percent have monthly between 5 million up to 10 million.

Table 4.14 Respondents Dominant Characteristic

No	Responded Category	Dominant characteristic	Frequency	Percentage (%)
1	Gender	Male	51	68
2	Age	20-25 Years old	59	78,7
3	Recent Education	Diploma	31	41,3
4	Marital Status	Single	71	94,7
5	Years of Services	Less than 5 Years	72	96
6	Job Position	Crew	56	74,7
7	Salaries	Rp5.000.000-10.000.000	39	52

Source: primary data processed, 2022

From table 4.14 above, it is known that the gender category is dominated by male, age category is dominated by employees at their age between 20-25 years old, recent education category is mostly with diploma degree, marital status category is dominated with single employee, the category regarding years of services is dominated with employees that work for less than 5 years, job position category is dominated by crew, and respondent category of salaries per month is dominated by employees with Rp5.000.000 – Rp10.000.000.

4.2.2 Descriptive Analysis of Research Variables

Variable descriptive analysis is a data analysis that aims to explain the meaning of a data in a variable under study. According to the data that has been collected, the answers from the respondents who have been recapitulated are then analyzed to find out about the work life balance, work discipline, employee performance, and job satisfaction in the company. The average value obtained can later be used to see respondents' perceptions of the elements of work life balance and work discipline in influencing employee performance and job satisfaction. To facilitate the assessment of the respondent's perception answers, then the assessment criteria are made as follows:

Minimum Score = 1

Minimum Score = 5

Interval $= \dfrac{Maximum\ Score - Minimum\ Score}{Number\ of\ Classes}$

Interval $= \dfrac{5-1}{5} = 0,8$

Table 4.15 Interval Class Category

Interval	Category	
1,00 - 1,80	Very low	Very Not appropriate
1,81- 2,61	Low	Not appropriate
2,62 - 3,42	Medium	Medium
3,43 - 4,23	High	Appropriate
4,24 - 5,00	Very High	Very appropriate

Source: primary data processed, 2022

4.2.3 Descriptive analysis of Work life balance variable (X1)

Descriptive analysis of work life balance variable is measured through a questionnaire with the results of respondents' answers as in table 4.16

Table 4.16 Descriptive analysis of work life balance variable (X1)

No	Statement	Mean	Info
TIME BALANCE			
No	Statement	Mean	Info
1	I work according to the working hours that have been determined by the company	4,55	Very High
2	I make time outside of work for family and friends.	4,36	Very High
Mean		4,45	Very High
BALANCE OF ENGAGEMENT			
No	Statement	Mean	Info
1	I have responsibility and loyalty to my job and the company.	4,57	Very High
2	I can divide my responsibilities between family and work.	4,39	Very High
Mean		4,48	Very High
SATISFACTION BALANCE			
No	Statement	Mean	Info
1	My family has always supported my career and job.	4,76	Very High
2	I am satisfied with what I have achieved so far in my work.	4,01	High
Mean		4,38	Very High

Source: primary data processed, 2022

Based on Table 4.16, it can be stated that from 75 employees that become the respondent of this research, the average respondent's perception of the work life balance variable has a score of 4.38 which isr4 in the very high interval (4.23 to 5.00). From the measurement of the indicators above, it can be concluded that PT.IMIP employees are able to balance their work-life and personal life.

Based on this explanation, data on the frequency of work life balance (X1) can be made as seen in Table 4.17

Table 4.17 Frequency of Work Life Balance Variable Analysis Result

Range	Frequency	percentage	Desc
1-6	0	0	Very low
7-13	0	0	Low
14-20	1	1,333	Medium
21-27	45	60	High
28-34	29	38,67	Very High

Source: primary data processed, 2022

The results of the frequency analysis of work life balance variable can be seen in the figure 4.8 diagram
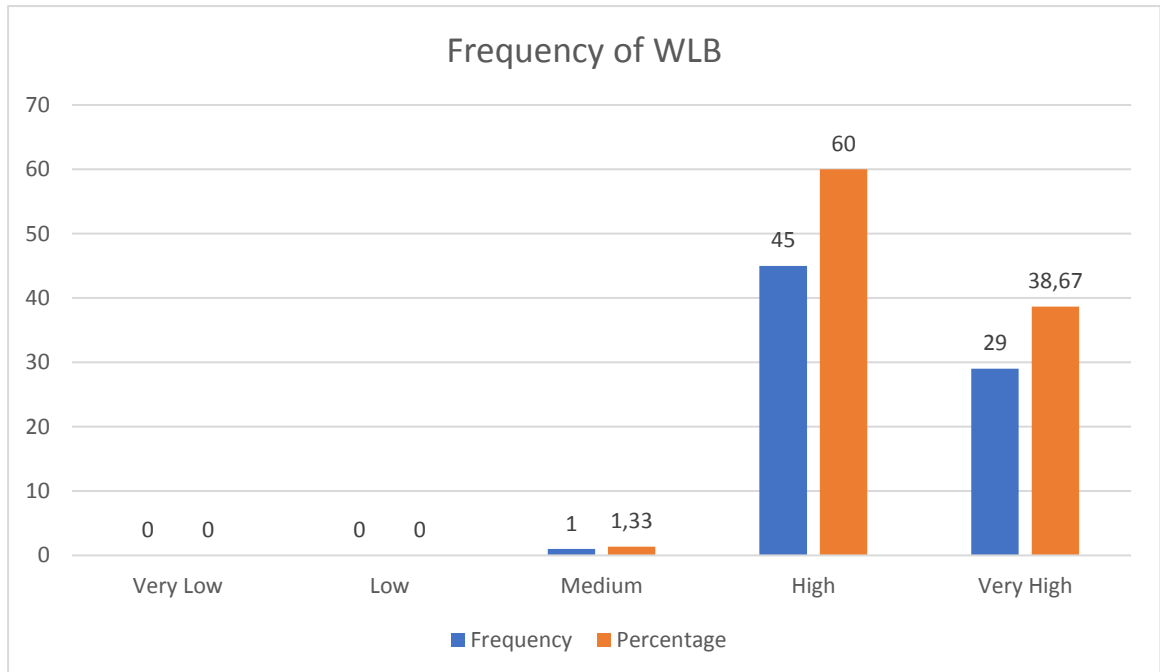
Figure 4.8 Diagram Frequency analysis of work life balance variable

Based on the results of the frequency analysis of 75 employee respondents who have been used as research respondents, as many as 1 respondents have a medium result on work life balance, 45 respondents or 60% gain high result, and 29 employees or 38% of them gain very high result on work life balance.

4.2.4 Descriptive analysis of Work discipline (X2)

Descriptive analysis of work discipline variable is measured through a questionnaire with the results of respondents' answers as in table 4.18

Table 4.18 Descriptive analysis of work discipline variable (X2)

No	Statement	Mean	Info
	TIME EFFECIENCY		
No	Statement	Mean	Info
1	I always arrived on time for work	4,57	Very High
2	I always come home on time after work	4,24	Very High
3	I never leave work for no apparent reason	4,49	Very High
	Mean	4,43	Very High
	NEATNESS		
No	Statement	Mean	Info
1	I wear the uniform/clothes according to the rules	4,71	Very High
2	I make sure my uniform is neat before going to work	4,55	Very High
	Mean	4,63	Very High
	SANCTION		
No	Statement	Mean	Info

No	Statement	Mean	Info
1	I always comply with all my workplace regulations and applicable social norms	4,51	Very High
2	My workplace provides sanctions if I violate existing regulations	4,55	Very High
	Mean	4,54	Very High
	HUMAN RELATION		
No	Statement	Mean	Info
1	My work environment teaches me to always respect people	4,56	Very High
2	My work environment fosters empathy and a sense of family	4,41	Very High
	Mean	4,48	Very High
	Total Mean	4,52	Very High

Source: primary data processed, 2022

Based on Table 4.18, it can be stated that from 75 employees that become the respondent of this research, the average respondent's perception of the work discipline has a score of 4.52 which is in the very high interval (4.23 to 5.00). From the measurement of the indicators above, it can be concluded that PT.IMIP employees has a high sense of self control and discipline in a work field.

Based on this explanation, data on the frequency of work discipline (X2) can be made as seen in Table 4.19

Table 4.19 Frequency of Work Discipline Variable Analysis Result

Range	Frequency	percentage	Desc
1-9	0	0	Very low
10-18	0	0	Low
19-28	0	0	Medium
29-38	23	30,67	High
39-48	52	69,33	Very High

Source: primary data processed, 2022

The results of the frequency analysis of discipline variable can be seen in the figure 4.9 diagram
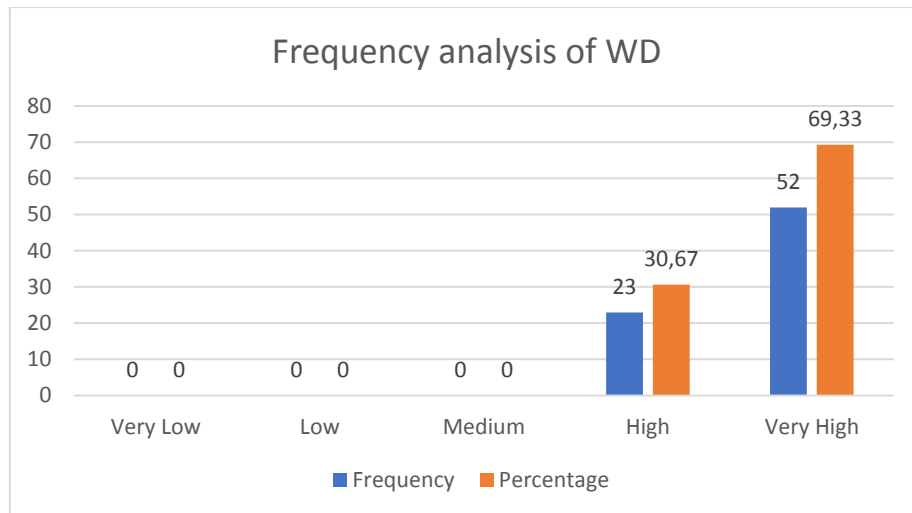
Figure 4.9 Diagram Frequency analysis of work Discipline

Based on the results of the frequency analysis of 75 employee respondents who have been used as research respondents, as many as 23 respondents or 30,67 percent have a high level of work discipline, and 52 respondents or 69.33 percent have a very high level of job satisfaction

4.2.5 Descriptive analysis of Employee performance (Y)

Descriptive analysis of employee performance variable is measured through a questionnaire with the results of respondents' answers as in table 4.20

Table 4.20 Descriptive analysis of employee performance variable (Y)

QUALITY			
No	Statement	Mean	Info
1	I can work carefully	4,40	Very High
2	I can overcome difficulties at work	4,16	High
3	I have the appropriate skills to handle the job	4,31	Very High
	Mean	4,29	Very High
QUANTITY			
No	Statement	Mean	Info
1	I can work according to procedures	4,60	Very High
2	I can work efficiently	4,43	Very High
3	I can work according to standard time	4,13	High
	Mean	4,43	Very High
TASK IMPLEMENTATION			
No	Statement	Mean	Info
1	I can complete the responsibilities assigned by the company	4,37	Very High
2	I can complete my work according to work standards	4,49	Very High
3	I I can minimize failures in the work system	4,13	High
	Mean	4,33	Very High
	Total mean	4,35	Very High

Based on Table 4.20, it can be stated that from 75 employees that become the respondent of this research, the average respondent's perception of the employee performance variable has a score of 4.35 which is in the very high interval (4.23 to 5.00). From the measurement of the indicators above, it can be concluded that PT.IMIP employees have the highest perception of employee performance that they are able to implement each of their responsibilities and duties.

Based on this explanation, data on the frequency of employee performance (y) can be made as seen in Table 4.21

Table 4.21 Frequency of Work Life Balance Variable Analysis Result

Range	Frequency	percentage	Desc
1-9	0	0	Very low
10-18	0	0	Low
19-28	1	1,33	Medium
29-38	34	45,33	High
39-48	40	53,33	Very High

The results of the frequency analysis of employee performance variable can be seen in the figure 4.10 diagram
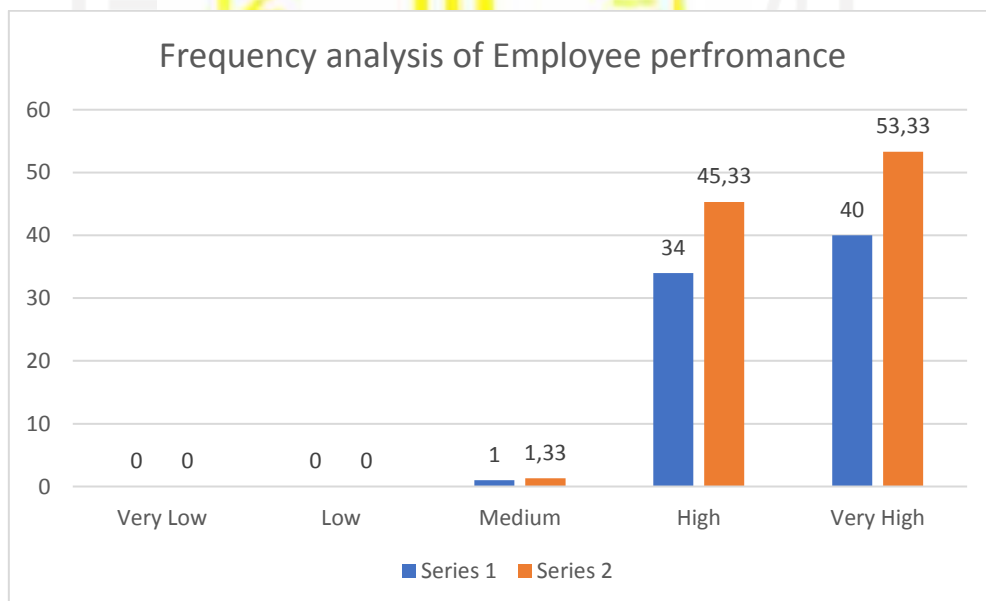
Figure 4.10 Diagram Frequency analysis of employee performance

Based on the results of the frequency analysis of 75 employee respondents who have been used as research respondents, as many as 1 respondents have a medium level of employee performance, 34 respondents or 45.33 percent have a high level, and 40 respondents or 54,33 percents gain a very high level in employee performance.

4.2.6 Descriptive analysis of job satisfaction (z)

Descriptive analysis of job satisfaction variable is measured through a questionnaire with the results of respondents' answers as in table 4.22

Table 4.22 Descriptive analysis of job satisfaction variable (Y)

No	Statement	Mean	Info
	PAYMENT		
No	Statement	Mean	Info
1	My workplace always provide a regular payroll	4,53	Very High
2	The salary given is in accordance with my position and performance that has been done	4,48	Very High
3	There is a detailed salary provision	4,29	Very High
	Mean	4,43	Very High
	JOB		
No	Statement	Mean	Info
1	I am able to complete work independently	4,09	High
2	the job given are according to my ability	4,12	High
3	I am able to develop my skills	4,37	Very High
	Mean	4,19	High
	PROMOTION OPPORTUNITIES		
No	Statement	Mean	Info
1	My workplace provide a clear promotion system	3,76	High
2	There is equal opportunity in promotional programs	3,81	High
3	Promotion is in accordance with applicable rules	3,89	High
	Mean	3,82	High
	SUPERVISOR		
No	Statement	Mean	Info
1	I have a supportive superior	3,64	High
2	I gain help from superior	3,83	High
3	There is supervision in the work operating system by superiors	4,14	High
	Mean	3,88	High
	CO-WORKERS		
No	Statement	Mean	Info
1	I gain mutual support among co-workers	4,27	Very High
2	There is friendly relationship between coworkers in my workplac	4,43	Very High

			Very High
3	There is good cooperation to solve the pro blem in my workplace	4,44	
	Mean	4,38	Very High
	Total Mean	4,14	High

Source: primary data processed, 2022

Based on Table 4.22, it can be stated that from 75 employees that become the respondent of this research, the average respondent's perception of the work life balance variable has a score of 4.14 which is in the high interval (3.43 to 4.23). From the measurement of the indicators above, it can be concluded that PT.IMIP employees have reached their satisfaction in their work field.

Based on this explanation, data on the frequency of job satisfaction (z) can be made as seen in Table 4.23

Table 4.23 Frequency of job satisfaction Variable Analysis Result

Range	Frequency	percentage	Desc
1-15	0	0	Very low
16-31	0	0	Low
32-47	3	4	Medium
48-63	40	53,33	High
64-79	32	42,67	Very High

Source: primary data processed, 2022

The results of the frequency analysis of work life balance variable can be seen in the figure 4.11 diagram
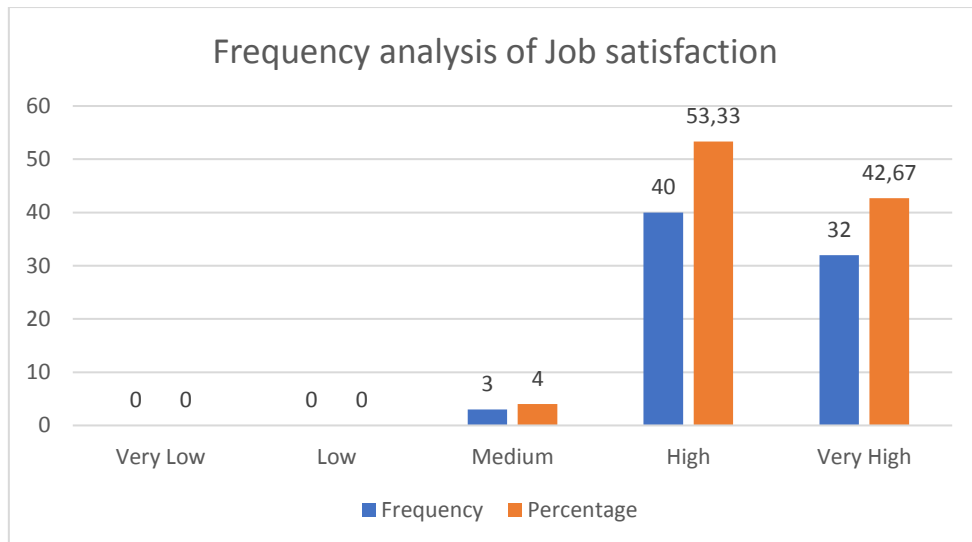
Figure 4.11 Diagram Frequency analysis of job satisfaction variable

Based on the results of the frequency analysis of 75 employee respondents who have been used as research respondents, as many as 3 respondents or 4 percent have a medium level of job satisfaction, 40 respondents or 53.33 percent gain a high result, and 32 employees or 42,67 percents of the respondents gain a very high result on job satisfaction.

The following is shown in Table 4.243 recapitulation of descriptive characteristics of research variables, in order to facilitate understanding of descriptive characteristics of research variables.

Table 4.24 Recapitulation of Descriptive Characteristics of Research Variables

No	Variable	Mean	Category
1	Work Life Balance	4,43	Very High
2	Work Discipline	4,52	Very High
3	Employee Performance	4,35	Very High
4	Job Satisfaction	4,14	High

Source: Primary data processed, 2022

Table 4.24 shows a recapitulation of the categories of all research variables. Based on Table 4.25, it is known that the variables of work life blanace, work discipline, employee performance, and job satisfaction of PT.IMIP employees are categorized as very high.

Table 4.25 Recapitulation of Research variable answer

Category	WLB	WD	EP	JS

	Fre	%	Fre	%	Fre	%	Fre	%
Very Low	0	0	0	0	0	0	0	0
Low	0	0	0	0	0	0	0	0
Medium	1	1,33	0	0	1	1,33	3	4
High	45	60	23	30,67	34	45,33	40	53,33
Very High	29	38,67	52	69,33	40	53,33	32	42,67

Source: Primary data processed, 2022

4.3 Quantitative Analysis

4.3.1 Classical Assumption Test

4.3.1.1 Normality Test

According to Ghozali (2013), the normality test is used to test whether in the regression model the confounding variable or residual has a distribution of normal. 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 normal distribution form or close to normal. Here are the results of the normality test.

Table 4.26 Kolmogrov Smirnov. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		EP
N		75
Normal Parameters[a,b]	Mean	39.3867
	Std. Deviation	4.46879
Most Extreme Differences	Absolute	.137
	Positive	.136
	Negative	-.137
Kolmogorov-Smirnov Z		1.189
Asymp. Sig. (2-tailed)		.118
a. Test distribution is Normal.		
b. Calculated from data.		

Source: Primary data processed, 2022

Normality test results in table 4.26 show the results that the prob value of each variable ≥ 0.05 then meets the normality requirements.

4.3.1.2 Multicollinearity Test

Ghozali (2013) in his research define the multicolonieriety test serves to test whether there is a correlation between the independent variables in the regression model. In testing multicollinearity, it is necessary to know the value coefficient of variance inflation factor (VIF).

Multicolonierity test criteria is if the VIF value is ≤ 10 Ghozali (2013). The results of the multicollinearity test can be seen in the table 4.27

Tabke 4.27 Multicollinearity test with correlation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.937	4.680		1.269	.209		
	WLB	.227	.218	.125	3.038	.003	.484	2.068
	WD	.639	.141	.502	4.527	.000	.571	1.750
	JS	.218	.063	.394	3.486	.001	.550	1.820
a. Dependent Variable: EP								

Source: Primary data processed, 2022

The research model does not experience symptoms of multicollinearity if the tolerance value is greater than 0.10 and the VIF value is less than 10.00. So it can be seen in Table 4.4 that the tolerance value is 1.0 and the VIF is 1.0 and 2 for WLB, so the independent variables in this study meet the absence of multicollinearity symptoms or problems which means it deserves to be used for further analysis.

4.3.1.3 Heteroscedasticity Test

Heteroscedasticity test according to Ghozali (2013) is used to test whether in the regression model there is an inequality or difference between some observations compared to others, 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 method used to test heteroscedasticity in this study used the Glejser test. The following are the results of the heteroscedasticity test

Table 4.28 Heteroscedasticity Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		

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1	(Constant)	5.253	2.639		1.990	.050
	WLB	.054	.123	.072	.442	.660
	WD	.013	.080	.024	.162	.872
	JS	-.075	.035	-.329	-1.138	.360
a. Dependent Variable: Abs_Res						

The results of the heteroscedasticity test in table 4.28 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.

4.3.1.3 Recapitulation of Classic Assumption Test

Table 4.29 Recapitulation of Classic Assumption Test Result

No	Variable	Classic Assumption Test Results		Multicollinearity Test
		Normality Test	Heteroscedasticity Test	
1	X1	Normal	there is no heteroscedasticity	2.068
2	X2	Normal	there is no heteroscedasticity	1.750
3	Z	Normal	there is no heteroscedasticity	1.820
4	Y	Normal	there is no heteroscedasticity	-

4.3.2 Multiple Linear Regression Analysis

Multiple Linear Regression Analysis serves to measure the effect of more than one independent variable on the dependent variable. In this study, it 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 based on the following table:

Table 4.30 Regression Analysis of Coeficients Variables

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.597	8.809		-.408	.684
	WLB	1.594	.366	.487	4.356	.000
	WD	.573	.257	.249	2.229	.029
a. Dependent Variable: JS						

Based on the data processing in Table 4.30, it produces a multiple linear regression equation for the panel data model, as follows:

$Y = a + b1X1 + b2X_2$

$Y = -3.597 + 1.594 \text{ WLB} + 0.573 \text{ WD} \ldots\ldots\ldots\ldots\ldots$ (1)

Z = Employee Performance

a = Constant

X1 = WLB

X2 = WD

€ = error

4.3.3 Multiple Determination Coefficient (R2)

It is a value (proportion value) that measures how far the ability of the independent variables 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. A small R^2 value means that the ability of the independent variables in explaining the variation of the dependent variable is very limited. The small value of the coefficient of determination R2 (close to zero) means that the ability of the independent variables simultaneously in explaining the variation of the dependent variable is very limited. The value of the coefficient of determination R2 which is close to one means that the independent variables provide almost all the information needed to predict the variation of the dependent variable.

Table 4.31 Coefficient of Multiple Determination of Job Satisfaction on Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.671ᵃ	.450	.435	6.07651
a. Predictors: (Constant), WD, WLB				

Source: Primary data processed, 2022

Based on Table 4.31, 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.

4.4 Hypothesis Testing

Decision making or hypothesis testing in this study using t test (partial) and F test (simultaneous). The results of the t test (partial) and F (simultaneous) test in this study can be seen as follows:

4.4.1   The influence of Work Life Balance and Work Discipline on Job Satisfaction

1. Multiple Linear Regression Testing Using Two Independent Variables, namely work life balance and work discipline on job satisfaction

Table 4.32 Test Results of Multiple Linear Regression Analysis of work Life balance and work discipline on Job Satisfaction

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-3.597	8.809		-.408	.684
WLB	1.594	.366	.487	4.356	.000
WD	.573	.257	.249	2.229	.029
a. Dependent Variable: JS					

Source: Primary data processed, 2022

1. Hypothesis 1: The influence of work life balance on job satisfaction
    a. Hypothesis 1

    Ho: There is no positive and significant effect of work life balance on job satisfaction

    Ha: There is a positive and significant effect of work life balance on job satisfaction

    b. Criteria:

    If sig. <0.05 then Ho is rejected and Ha is accepted

    If sig.>0.05 then Ho is accepted and Ha is rejected

    c. Result

The results of hypothesis testing show the significance with the amount of 0.000 < 0.05, so Ho is rejected and Ha is accepted.

d. Conclusion

Based on the above calculations, it can be concluded that the first hypothesis which reads **There is a positive and significant influence on work life balance on job satisfaction, it is proven**

2. Hypothesis 2: The influence of work discipline on job satisfaction

   e. Hipothesis 1

   Ho: There is no positive and significant effect of work discipline on job satisfaction

   Ha: There is a positive and significant effect of work discipline on job satisfaction

   f. Criteria:

   If sig. <0.05 then Ho is rejected and Ha is accepted

   If sig.>0.05 then Ho is accepted and Ha is rejected

   g. Result

   The results of hypothesis testing show the significance with the amount of 0.029 < 0.05, so Ho is rejected and Ha is accepted.

   h. Conclusion

   Based on the above calculations, it can be concluded that the second hypothesis which reads **There is a positive and significant influence on work discipline on job satisfaction, it is proven.**

Table 4.33 Coefficient of Determination Result (R2)

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

a. Predictors: (constant), WLB, WD

Coefficient of determination with the value 0.435, 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.

2. **Multiple Linear Regression Testing using two Independent Variables namely work life balance and work discipline and job satisfaction variable on employee performance**

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.937	4.680		1.269	.209
	WLB	.227	.218	.125	3.038	.003
	WD	.639	.141	.502	4.527	.000
	JS	.218	.063	.394	3.486	.001
a. Dependent Variable: EP						

3. Hypothesis 3: The influence of work life balance on employee performance
   a. Hypothesis 3
      Ho: There is no positive and significant effect of work life balance variable on employee performance
      Ha: There is a positive and significant effect of work life balance variable on employee performance
   b. Criteria:
      If sig. <0.05 then Ho is rejected and Ha is accepted
      If sig.>0.05 then Ho is accepted and Ha is rejected
   c. Result
      The results of hypothesis testing show the significance with the amount of 0.003 < 0.05, so Ho is rejected and Ha is accepted.
   d. Conclusion
      Based on the above calculations, it can be concluded that the third hypothesis which reads **There is a positive and significant influence on work life balance on employee performance, it is proven.**

4. Hypothesis 4: The influence of work discipline on employee performance
   a. Hypothesis 3

Ho: There is no positive and significant effect of work discipline variable on employee performance

Ha: There is a positive and significant effect of work discipline variable on employee performance

b. Criteria:

If sig. <0.05 then Ho is rejected and Ha is accepted

If sig.>0.05 then Ho is accepted and Ha is rejected

c. Result

The results of hypothesis testing show the significance with the amount of 0.000 < 0.05, so Ho is rejected and Ha is accepted.

d. Conclusion

Based on the above calculations, it can be concluded that the third hypothesis which reads **There is a positive and significant influence on work discipline on employee performance, it is proven.**

5. Hypothesis 5: The influence of job satisfaction on employee performance

 a. Hypothesis

 Ho: There is no positive and significant effect of job satisfaction variable on employee performance

Ha: There is a positive and significant effect of job satisfaction variable on employee performance

 b. Criteria:

If sig. <0.05 then Ho is rejected and Ha is accepted

If sig.>0.05 then Ho is accepted and Ha is rejected

Result

The results of hypothesis testing show the significance with the amount of 0.001 < 0.05, so Ho is rejected and Ha is accepted.

 c. Conclusion

Based on the above calculations, it can be concluded that the third hypothesis which reads **There is a positive and significant influence of job satisfaction on employee performance, it is proven.**

Table 4.34 Path Analysis

1. **Direct influence**

    1. The influence of Work life balance on job satisfaction

        $X_1 - Z = 0,487$

    2. The influence of Work discipline on job satisfaction

        $X_2 - Z = 0,249$

    3. The influence of Work life balance on employee performance

        $X_1 - Y = 0,125$

    4. The influence of Work discipline on employee performance

        $X_2 - Y = 0,502$

    5. The influence of Job satisfaction on employee performance

        $Z - Y = 0,394$

2. **Indirect Influence**

    1. Work life balance on employee performance through job satisfaction

        $X_1 - Z - Y = 0,487 \times 0,394 = 0,191$

    2. Work discipline on employee performance through job satisfaction

        $X_2 - Z - Y = 0,249 \times 0,394 = 0,098$

Table 4.34 Path Analysis Test Result

Effect	Direct Influence	Indirect influence	Total Influence
$X_1 - Z$	0,487	0	0,487
$X_2 - Z$	0,249	0	0,249
$X_1 - Y$	0,125	0	0,125
$X_2 - Y$	0,502	0	0,502
$Z - Y$	0,394	0	0,394
$X_1 - Z - Y$	0	0,191	0,191
$X_2 - Z - Y$	0	0,098	0,098

Source: Primary data processed, 2022

Conclusion:

6. Hypothesis 6: Indirect Influence (work life balance variables on employee performance through job satisfaction) greater than direct influence (work life balance variables on employee performance) on employees.

   Work life balance has an indirect influence on employee performance through job satisfaction with the amount 0.191 and direct influence obtained 0.098. Based on the above calculations it can be concluded that the sixth hypothesis which reads **There is an indirect influence (Work life balance variable on employee performance through job satisfaction) greater than the direct influence (Work life balance variables on employee performance) on employees, proven.**

7. Hypothesis 7: Indirect Influence (work discipline variables on employee performance through job satisfaction) greater than direct influence (work discipline variables on employee performance) on employees.

   Work discipline has an indirect influence on employee performance through job satisfaction with the amount 0.198 and direct influence obtained 0.0502. Based on the above calculations it can be concluded that the sixth hypothesis which reads **There is an indirect influence (Work discipline variable on employee performance through job satisfaction) greater than the direct influence (Work discipline variables on employee performance) on employees, proven.**

Table 4.35 Recapitulation of Hypothesis Test Result

Hypothesis	Statement	Note
H1	There is a positive and significant influence on work life balance on job satisfaction	**Proven**
H2	There is a positive and significant influence on work discipline on job satisfaction	**Proven**
H3	There is a positive and significant influence on work life balance on employee performance.	**Proven**
H4	There is a positive and significant influence on work discipline on employee performance	**Proven**
H5	There is a positive and significant influence on job satisfaction on employee performance	**Proven**
H6	There is an indirect influence (Work life balance variable on employee performance through job satisfaction) greater than the direct influence (Work life balance variables on employee performance) on employees,	**Proven**
H7	There is an indirect influence (Work discipline variable on employee performance through job satisfaction) greater than the	**Proven**

	direct influence (Work discipline variables on employee performance) on employees	

4.5 Discussion

Research respondents involved 75 employees at PT.IMIP Morowali. 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 recent 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 5 years as many as 72 eemployees. For job position, is dominated by the Crew and the majority income is between Rp 5,000,000 up to Rp 10,000,000 as many as 39 people.

The permanent employee of PT. IMIP Morowali regarding the work life balance and work discipline on employee performance through job satisfaction as a variable intervention is quite varied. This can be seen from the perception of employees to each variable. Employee perception of work life balance (X1) indicators with a mean value of 4,43 shows a very high result. Employee perception of work discipline (X2) indicators with a mean value of 4,52 shows a very high result. Next, Employee perception of employee performance (Y) indicators with a mean value of 4,35 also shows a very high result. While, Employee perception of job satisfaction (Z) indicators with a mean value of 4,14 shows high results.

Based on analysis data, the work life balance variable provides positive and significant influence on job satisfaction. Hypothesis testing shows a significant value $0.000 < 0.05$, then Ho is rejected and Ha 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 by maximizing the work life balance of the employee, it will certainly increase their satisfaction. From the description above, it can be concluded that work life balance is proven to be able in increasing employees job satisfaction. In work life balance there are time balance, balance of engagement and satisfaction balance whereas the more appropriate employees work life balance, the higher the level of employees job satisfaction.

Based on the analysis data, the work discipline variable provides positive and significant influence on job satisfaction. Hypothesis testing shows a significant value $0.029 < 0.05$, then Ho is rejected and Ha 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 by maximizing the work discipline of the employee, it will certainly increase their satisfaction. From the description above, it can be concluded that work discipline is proven to be able in increasing 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's job satisfaction.

Based on analysis data, the work life balance variable provides positive and significant influence on employee performance. Hypothesis testing shows a significant value $0.003 < 0.05$, then Ho is rejected and Ha 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. (20214), and Wolor et al. (2020). The third hypothesis in this study is **proven**. So, it can be said that by maximizing the work

life balance of the employee, it will certainly increase their performance. From the description above, it can be concluded that work life balance is proven to be able in increasing employee's performance. In work life balance there are time balance, balance of engagement and satisfaction balance whereas the more appropriate employees work life balance, the higher the level of employee performance.

Based on the analysis data, the work discipline variable provides positive and significant influence on employee performance. Hypothesis testing shows a significant value $0.000 < 0.05$, then Ho is rejected and Ha 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 Valensia (2015).The forth hypothesis in this study is **proven**. So, it can be said that by maximizing the work discipline of the employee, it will certainly increase their performance. From the description above, it can be concluded that work discipline is proven to be able in increasing 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, job satisfaction variable provides positive and significant influence on employee performance. Hypothesis testing shows a significant value $0.001 < 0.05$, then Ho is rejected and Ha 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 by maximizing the job satisfaction of the employee, it will certainly increase their performance. From the description above, it can be concluded that job satisfaction is proven to be able in increasing 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 employee, it will lead to a 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 greater 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 obtained through distributing questionnaires to respondents which is an active employee at PT. IMIP in Morowali. The purpose of this research is 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, (2005) theory for work discipline, job satisfaction theory by Luthan (2006), and employee performance theory by Mangkunegara, (2009). The reason for choosing these theories is due to the 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 on This study shows that all seven hypotheses are proven, this is in line 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 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 object of the research, and using different theories compared to the previous studies, but there are still similarities in the results of the study itself.

According to Robbins (2006), employee performance is a result achieved by employees in their work according to certain criteria that apply. Results of this research is in accordance with the opinion of Robbins (2006) which is surely achievement that being expected by employee will derive from factors such as work life balance, their work discipline, as well as the satisfaction in working that exist within a company and instilled in employees. According to Veithzal (2006), work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms. The results of this study are in accordance with opinion from Veithzal (2006), that a strong work discipline that instilled in an organization will increase employee job satisfaction. This matter will also improve employee performance which is expected to help company in achieving its goals.

According to Locke (), job satisfaction is a emotional condition of someone who is pleasant and comfortable at work. Job satisfaction is very important to reduce turnover rate and increased employee performance. The results of this study are in accordance with the opinion of Locke, which shows 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's itself.

According to Kalliath and Brough (2008) stated that work-life balance as 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. The results of this study are in line with the statement of Kalliath and Brough (2008) that a good work life balance will improve

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employee's satisfaction and performance within a work unit and will lead to an increasing of the company's overall productivity.

CHAPTER V
CONCLUSIONS AND SUGGESTIONS

5.1 Conclusion

Based on the results of the analysis and discussion above, it can be drawn some conclusions from the results of this study:

1. There is a positive and significant influence on work life balance on job satisfaction.

2. There is a positive and significant influence on work discipline on job satisfaction.

3. There is a positive and significant influence on work life balance on employee performance.

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

5. There is a positive and significant influence on job satisfaction on employee performance.

6. The indirect influence, work life balance variable influence employee performance through job satisfaction.

7. The indirect influence, work discipline variable influence employee performance through job satisfaction.

5.2 Research Limitation

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.

5.3 Suggestion

Based on the results of the data analysis and discussion, the following are: is a suggestion that is expected to be useful for PT.IMIP Morowali, including:

1. PT.IMIP Morowali in improving employee performance should need to consider more to the quality of employees themselves since the average are the lowest among other indicator. The action can be done by increasing the accuracy of employees when working, the existence of providing work standards in completing work, and being able to complete work according to the work procedures.

2. PT.IMIP Morowali is advised to provide and invest employees' sense of pride towards the company as a form of promotion opportunities, where the result of data processed shown this indicator are lower compare to other indicator. This could be done by improving the equality between employees, explication within the regulation applied, increasing participation in the surrounding community, increase employees' awareness of environment, and the existence of corporate social responsibility carried out employees in society.

3. In supporting employee job satisfaction, companies can apply consistently related to maintaining relationships between co-workers such as provide support between co-workers, friendly communication, a culture of mutual cooperation and help to make employees feel comfortable and satisfied with the job and the environment. Because with satisfaction in working, employee's work will be maximized and lead to achieve company's goals can be achieved properly.

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ATTACHMENTS

A. Work Life Balance

Please, circle the number in the answer column that is considered the most appropriate, in the following alternative answers:

Score 5 = Strongly Agree (SA)

Score 4 = Agree (A)

Score 3 = Doubt (D)

Score 2 = Disagree (DS)

Score 1 = Strongly Disagree (SDS)

Time Balance						
No.	**Question**	**SA**	**A**	**D**	**DS**	**SDS**
1.1	I work according to the working hours that have been determined by the company	5	4	3	2	1
1.2	I make time outside of work for family and friends	5	4	3	2	1
Balance of Engagement (keterlibatan)						
No.	**Question**	**SA**	**A**	**D**	**DS**	**SDS**
1.3	have responsibility and loyalty to my job and the company.	5	4	3	2	1
1.4	can divide my responsibilities between family and work.	5	4	3	2	1
Satisfaction Balance						
No.	**Question**	**SA**	**A**	**D**	**DS**	**SDS**
1.5	My family has always supported my career and job.	5	4	3	2	1
1.6	I am satisfied with what I have achieved so far in my work.	5	4	3	2	1

B. Work Discipline

Please, circle the number in the answer column that is considered the most appropriate, in the following alternative answers:

Score 5 = Strongly Agree (SA)

Score 4 = Agree (A)

Score 3 = Doubt (D)

Score 2 = Disagree (DS)

Score 1 = Strongly Disagree (SDS)

Time Effeciency

No.	Question	SA	A	D	DS	SDS
1.1	I always arrived on time for work	5	4	3	2	1
1.2	I always come home on time after work	5	4	3	2	1
1.3	I never leave work for no apparent reason					

Neatness

No.	Question	SA	A	D	DS	SDS
1.4	I wear the uniform/clothes according to the rules	5	4	3	2	1
1.5	I make sure my uniform is neat before going to work	5	4	3	2	1

Sanction

No	Question	SA	A	D	DS	SDS
1.6	I always comply with all my workplace regulations and applicable social norms	5	4	3	2	1
1.7	My workplace provides sanctions if I violate existing regulations	5	4	3	2	1

Human Relation

No.	Question	SA	A	D	DS	SDS
1.8	My work environment teaches me to always respect peoplE	5	4	3	2	1
1.9	My work environment fosters empathy and a sense of family	5	4	3	2	1

A. Employee Performance

Please, circle the number in the answer column that is considered the most appropriate, in the following alternative answers:

Score 5 = Strongly Agree (SA)
Score 4 = Agree (A)
Score 3 = Doubt (D)
Score 2 = Disagree (DS)
Score 1 = Strongly Disagree (SDS)

Quality						
No.	Question	SA	A	D	DS	SDS
1.1	I can work carefully	5	4	3	2	1
1.2	I can overcome difficulties at work	5	4	3	2	1
1.3	I have the appropriate skills to handle the job					

Quantitas						
No.	Question	SA	A	D	DS	SDS
1.4	I can work according to procedures	5	4	3	2	1
1.5	I can work efficiently	5	4	3	2	1
1.6	I can work according to standard time					

Pelaksanaan Tugas						
No.	Question	SA	A	D	DS	SDS

1.7	I can complete the responsibilities assigned by the company	5	4	3	2	1
1.8	I can complete my work according to work standards	5	4	3	2	1
1.9	I can minimize failures in the work system	5	4	3	2	1

A. Job Satisfaction

Please, circle the number in the answer column that is considered the most appropriate, in the following alternative answers:

Score 5 = Strongly Agree (SA)

Score 4 = Agree (A)

Score 3 = Doubt (D)

Score 2 = Disagree (DS)

Score 1 = Strongly Disagree (SDS)

	Payment					
No.	**Question**	**SA**	**A**	**D**	**DS**	**SDS**
1.1	Tempat kerja saya selalu memberikan pembayaran (gaji) rutin	5	4	3	2	1
1.2	Pembayaran (Gaji) yang diberikan sesuai dengan jabatan dan prestasi yang telah saya lakukan.	5	4	3	2	1
1.3	Ada ketentuan pembayaran (gaji) yang rinci					
	Job					
No.	**Question**	**SA**	**A**	**D**	**DS**	**SDS**
1.4	Saya dapat menyelesaikan pekerjaan secara mandiri	5	4	3	2	1
1.5	pekerjaan yang diberikan sesuai dengan kemampuan saya	5	4	3	2	1
1.6	Saya bisa mengembangkan keterampilan saya					
	Promotion Opportunities					
No.	**Question**	**SA**	**A**	**D**	**DS**	**SDS**
1.7	Tempat kerja saya memberikan sistem promosi yang jelas	5	4	3	2	1
1.8	Ada kesempatan yang sama dalam program promosi	5	4	3	2	1

1.9	Promosi sudah sesuai dengan aturan yang berlaku	5	4	3	2		1	

Supervisor							
No.	Question	SA	A	D	DS		SDS
1.7	Saya mendapat bantuan dari atasan terkait pekerjaan saya	5	4	3	2		1
1.8	Saya memiliki atasan yang suportif	5	4	3	2		1
1.9	Adanya pengawasan dalam sistem operasi kerja oleh atasan	5	4	3	2		1

Rekan Kerja						
No.	Question	SA	A	D	DS	SDS
1.7	Saya mendapatkan dukungan timbal balik di antara rekan kerja	5	4	3	2	1
1.8	Ada hubungan persahabatan antara rekan kerja di tempat kerja saya	5	4	3	2	1
1.9	Ada kerjasama yang baik untuk menyelesaikan masalah di tempat kerja saya	5	4	3	2	1

Raw Data Tabulation

a. Work Life Balance

No	X1.1	X1.2	X1.3	X1.4	X1.5	X1.6	TOTAL	AVERAGE X1
1	5	4	4	4	4	3	24	4,00
2	5	4	5	5	5	2	26	4,33
3	5	5	4	3	5	3	25	4,17
4	5	5	5	5	4	3	27	4,50
5	5	5	5	5	5	4	29	4,83
6	5	4	5	4	5	4	27	4,50
7	5	3	4	4	4	5	25	4,17
8	5	3	4	3	4	4	23	3,83
9	3	3	5	4	5	4	24	4,00
10	5	4	4	4	5	3	25	4,17
11	5	4	4	5	4	3	25	4,17

12	4	4	4	4	5	4	25	4,17
13	5	2	4	3	4	2	20	3,33
14	4	4	5	4	5	3	25	4,17
15	4	5	4	4	4	4	25	4,17
16	4	5	5	4	5	3	26	4,33
17	4	5	4	5	5	4	27	4,50
18	4	5	4	4	5	5	27	4,50
19	5	4	5	5	5	4	28	4,67
20	5	5	5	5	5	5	30	5,00
21	5	4	5	4	4	2	24	4,00
22	3	3	4	5	5	5	25	4,17
23	5	5	5	5	5	5	30	5,00
24	3	3	4	4	4	4	22	3,67
25	4	3	5	4	5	3	24	4,00
26	5	5	5	5	5	5	30	5,00
27	4	3	5	4	5	2	23	3,83
28	5	5	4	5	5	5	29	4,83
29	5	5	5	5	5	5	30	5,00
30	5	3	4	4	5	3	24	4,00
31	5	5	5	5	5	5	30	5,00
32	5	5	5	5	5	4	29	4,83
33	5	5	5	5	5	4	29	4,83
34	4	5	4	4	5	4	26	4,33
35	3	5	3	4	4	4	23	3,83
36	5	4	4	4	5	5	27	4,50
37	5	5	5	4	5	4	28	4,67
38	5	5	4	4	5	4	27	4,50
39	5	4	5	4	5	4	27	4,50
40	5	4	5	4	5	5	28	4,67
41	4	5	4	4	4	3	24	4,00
42	5	4	5	4	5	5	28	4,67
43	4	5	4	4	5	4	26	4,33
44	4	3	5	4	4	3	23	3,83
45	5	4	3	3	5	5	25	4,17
46	5	5	5	5	5	5	30	5,00
47	4	4	4	4	5	4	25	4,17
48	4	5	5	5	5	4	28	4,67
49	5	5	5	5	5	4	29	4,83
50	4	4	5	5	5	5	28	4,67

NO							TOTAL		AVERAGE
51	5	4	5	4	5	2	25		4,17
52	4	4	5	4	4	4	25		4,17
53	5	5	5	5	5	5	30		5,00
54	4	5	5	5	5	5	29		4,83
55	4	5	5	5	5	5	29		4,83
56	4	4	4	4	4	4	24		4,00
57	5	5	5	5	5	5	30		5,00
58	4	4	5	5	5	2	25		4,17
59	5	5	5	5	3	4	27		4,50
60	4	3	4	4	5	3	23		3,83
61	5	5	5	5	5	5	30		5,00
62	5	5	5	5	5	5	30		5,00
63	4	5	4	4	5	4	26		4,33
64	5	5	5	3	4	4	26		4,33
65	5	5	3	5	5	3	26		4,33
66	5	5	5	5	5	5	30		5,00
67	4	4	5	4	5	3	25		4,17
68	5	5	5	5	5	5	30		5,00
69	4	4	5	5	5	4	27		4,50
70	4	4	4	4	5	4	25		4,17
71	5	4	5	5	5	5	29		4,83
72	5	5	5	5	5	5	30		5,00
73	4	4	4	4	4	4	24		4,00
74	5	5	5	4	5	5	29		4,83
75	5	5	5	5	5	5	30		5,00
AVERAGE	4,55	4,36	4,57	4,39	4,76	4,01	26,64		4,44
	4,45		4,48		4,38				

b. Work Discipline

NO	X2.1	X2.2	X2.3	X2.4	X2.5	X2.6	X2.7	X2.8	X2.9	TOTAL	AVERAGE X2
1	4	5	3	4	4	4	5	4	4	37	4,11
2	5	5	5	5	5	5	5	5	5	45	5,00
3	5	5	5	5	5	5	5	4	4	43	4,78
4	4	5	5	4	5	4	4	5	5	41	4,56
5	4	4	5	5	4	5	5	5	5	42	4,67
6	4	4	4	5	5	5	4	4	4	39	4,33
7	5	3	1	4	3	4	5	5	5	35	3,89
8	5	4	5	5	4	4	5	5	5	42	4,67
9	5	2	5	5	5	5	4	5	4	40	4,44
10	5	5	5	5	4	4	4	4	3	39	4,33

11	5	3	4	3	4	5	3	4	4	35	3,89
12	5	4	4	4	4	4	5	5	5	40	4,44
13	4	5	4	4	3	5	4	4	4	37	4,11
14	4	5	5	4	5	4	4	4	4	39	4,33
15	4	4	4	4	4	4	3	4	4	35	3,89
16	4	4	5	5	4	4	4	5	5	40	4,44
17	4	5	4	4	5	4	4	4	4	38	4,22
18	5	5	5	5	5	4	5	5	5	44	4,89
19	5	5	5	5	4	5	5	5	5	44	4,89
20	5	5	5	5	5	5	5	5	5	45	5,00
21	5	2	5	4	5	4	5	3	5	38	4,22
22	4	2	4	5	5	4	5	3	4	36	4,00
23	5	5	5	5	5	5	5	5	5	45	5,00
24	3	3	4	4	4	4	4	4	4	34	3,78
25	5	5	5	5	5	4	4	3	4	40	4,44
26	5	5	5	5	5	5	5	4	4	43	4,78
27	5	3	5	5	5	5	3	3	4	38	4,22
28	5	5	5	5	4	5	4	5	5	43	4,78
29	4	4	4	5	5	5	5	5	5	42	4,67
30	5	4	2	5	4	3	4	4	4	35	3,89
31	5	5	5	5	5	5	5	5	5	45	5,00
32	4	4	5	5	5	4	5	5	5	42	4,67
33	5	4	5	5	5	5	5	5	5	44	4,89
34	5	4	5	5	5	5	5	5	4	43	4,78
35	4	3	3	5	3	4	5	5	4	36	4,00
36	4	5	3	4	5	3	5	3	3	35	3,89
37	5	5	4	5	5	5	5	5	5	44	4,89
38	5	5	4	5	5	5	4	5	5	43	4,78
39	4	5	5	4	5	4	4	5	5	41	4,56
40	5	3	5	5	5	5	5	4	5	42	4,67
41	4	4	5	5	3	4	4	5	4	38	4,22
42	4	4	5	5	4	4	5	4	5	40	4,44
43	4	4	4	4	3	4	4	4	3	34	3,78
44	5	5	5	5	5	5	5	5	5	45	5,00
45	3	2	4	5	5	5	5	5	5	39	4,33
46	4	5	5	5	4	5	5	5	5	43	4,78
47	5	4	4	4	4	4	4	4	4	37	4,11
48	5	5	5	5	5	5	5	5	4	44	4,89
49	5	5	5	5	5	3	4	5	5	42	4,67
50	5	4	5	5	4	5	5	5	5	43	4,78
51	5	5	5	5	5	5	5	5	3	43	4,78
52	4	4	4	4	5	5	4	4	4	38	4,22
53	5	5	5	5	5	5	5	5	5	45	5,00
54	4	4	5	5	5	5	5	5	5	43	4,78
55	5	5	5	5	5	5	5	5	5	45	5,00
56	3	4	4	4	4	3	3	4	4	33	3,67
57	5	4	5	5	5	5	5	5	5	44	4,89
58	5	5	5	5	5	5	5	5	5	45	5,00
59	4	4	5	5	2	4	5	4	4	37	4,11
60	5	5	5	5	4	5	5	5	4	43	4,78
61	5	1	5	5	5	5	5	5	5	41	4,56

62	5	5	5	5	5	5	5	5	5	45	5,00
63	4	4	4	4	4	4	4	5	4	37	4,11
64	5	5	4	4	5	4	4	5	5	41	4,56
65	5	5	1	5	5	5	5	3	1	35	3,89
66	5	5	5	5	5	5	5	5	1	41	4,56
67	5	3	5	5	5	4	3	4	4	38	4,22
68	5	5	5	5	5	5	5	5	5	45	5,00
69	5	2	4	5	5	4	5	5	5	40	4,44
70	4	4	4	4	4	4	5	5	5	39	4,33
71	5	5	5	5	5	5	5	5	5	45	5,00
72	5	5	5	5	5	5	5	5	5	45	5,00
73	4	4	4	4	4	4	4	4	4	36	4,00
74	4	5	5	5	5	5	5	5	4	43	4,78
75	5	5	5	5	5	5	5	5	5	45	5,00
AVERAGE X2	4,57	4,24	4,49	4,71	4,55	4,51	4,57	4,56	4,41	40,61	4,51
	4,43			4,63		4,54		4,48			

c. Employee Performance

NO	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	TOTAL	AVERAGE Y
1	5	4	5	5	4	5	4	5	4	41	4,56
2	5	5	5	5	5	5	5	5	5	45	5,00
3	4	3	4	5	4	5	4	4	3	36	4,00
4	5	4	5	5	5	5	5	5	4	43	4,78
5	4	4	4	4	4	4	5	5	4	38	4,22
6	4	4	4	4	4	4	4	4	4	36	4,00
7	4	5	4	5	5	5	5	5	5	43	4,78
8	4	4	5	5	4	4	4	4	4	38	4,22
9	5	4	4	5	4	5	5	5	4	41	4,56
10	4	3	3	4	4	4	4	4	3	33	3,67
11	4	4	4	5	4	5	4	4	4	38	4,22
12	4	4	4	4	4	4	4	4	4	36	4,00
13	4	4	4	3	4	4	4	4	4	35	3,89
14	4	4	3	5	4	3	4	4	4	35	3,89
15	4	4	4	4	5	5	4	5	4	39	4,33
16	5	4	4	5	5	4	4	4	4	39	4,33
17	4	3	4	5	4	4	4	4	4	36	4,00
18	5	5	5	5	5	5	5	5	5	45	5,00
19	4	4	5	5	5	5	5	5	4	42	4,67
20	3	4	4	4	4	4	4	4	3	34	3,78
21	4	4	4	4	4	5	4	4	3	36	4,00
22	4	3	4	5	4	5	4	5	4	38	4,22
23	5	5	5	5	5	5	5	5	5	45	5,00
24	4	3	2	4	4	4	4	4	4	33	3,67
25	4	4	4	4	4	4	4	4	4	36	4,00
26	5	5	5	5	5	5	5	5	5	45	5,00
27	4	4	5	5	5	5	5	5	4	42	4,67
28	4	4	5	5	5	5	5	5	5	43	4,78
29	4	4	4	5	4	5	5	5	4	40	4,44

30	3	4	4	4	4	4	4	4	4	35	3,89
31	5	5	5	5	4	5	5	5	5	44	4,89
32	5	4	4	4	4	4	3	4	4	36	4,00
33	5	5	5	5	5	5	5	5	5	45	5,00
34	5	5	5	5	5	5	5	5	5	45	5,00
35	4	4	4	3	4	4	3	3	4	33	3,67
36	3	4	4	3	3	4	3	3	4	31	3,44
37	5	4	4	5	5	5	5	5	4	42	4,67
38	4	4	4	5	5	5	5	5	4	41	4,56
39	3	4	3	3	4	3	3	3	3	29	3,22
40	5	4	5	5	5	5	5	5	5	44	4,89
41	4	3	3	4	4	3	4	4	3	32	3,56
42	5	5	5	5	5	4	5	5	4	43	4,78
43	4	3	3	3	3	3	3	3	3	28	3,11
44	5	5	5	5	5	5	5	5	5	45	5,00
45	4	3	4	5	5	3	3	4	3	34	3,78
46	5	4	4	4	5	5	4	5	4	40	4,44
47	4	4	4	4	4	4	4	4	4	36	4,00
48	4	4	5	5	4	5	4	5	5	41	4,56
49	4	4	5	5	4	4	4	4	4	38	4,22
50	5	4	4	5	5	5	5	5	5	43	4,78
51	5	4	5	5	5	5	5	5	4	43	4,78
52	4	3	5	4	4	4	4	4	4	36	4,00
53	5	5	5	5	5	5	5	5	5	45	5,00
54	5	4	5	5	5	5	5	5	4	43	4,78
55	5	3	4	4	4	4	4	4	4	36	4,00
56	4	4	4	4	4	4	4	4	3	35	3,89
57	5	5	5	5	5	5	5	5	5	45	5,00
58	5	5	5	5	5	5	5	5	5	45	5,00
59	4	4	4	5	4	5	4	4	4	38	4,22
60	5	4	4	5	5	5	5	5	4	42	4,67
61	5	5	5	5	5	5	5	5	5	45	5,00
62	5	5	5	5	5	5	5	5	5	45	5,00
63	4	4	4	4	4	4	4	4	4	36	4,00
64	4	4	3	5	4	4	4	4	3	35	3,89
65	4	5	4	5	3	5	5	5	3	39	4,33
66	5	5	4	5	4	4	3	4	4	38	4,22
67	5	4	5	5	5	4	4	4	5	41	4,56
68	5	5	5	5	5	5	5	5	5	45	5,00
69	4	4	4	5	4	4	4	5	4	38	4,22
70	4	4	4	4	4	4	4	4	4	36	4,00
71	5	5	5	5	5	5	5	5	3	43	4,78
72	5	5	5	5	5	5	5	5	5	45	5,00
73	4	4	4	4	4	4	4	4	4	36	4,00
74	5	5	4	5	5	5	5	5	4	43	4,78
75	5	5	5	5	5	5	5	5	5	45	5,00
AVERAGE	4,40	4,16	4,31	4,60	4,43	4,49	4,37	4,49	4,13	39,39	4,38
		4,29			4,5			4,,33			

d. Job Satisfaction

NO	Z1	Z2	Z3	Z4	Z5	Z6	Z7	Z8	Z9	Z10	Z11	Z12	Z13	Z14	Z15	TOT	AV
1	5	3	5	4	3	3	3	3	3	3	3	3	3	4	4	52	3,47
2	5	5	5	5	5	5	3	3	3	3	3	3	4	4	4	60	4,00
3	5	5	5	3	3	5	4	4	4	4	4	4	3	3	4	60	4,00
4	5	5	5	4	5	5	3	3	3	3	4	4	4	5	5	63	4,20
5	4	4	4	4	4	4	3	4	4	2	3	4	4	4	4	56	3,73
6	4	4	4	4	4	4	3	4	4	4	4	4	4	5	5	61	4,07
7	5	5	4	5	5	5	4	5	5	5	5	4	5	5	5	72	4,80
8	5	5	5	4	4	4	4	4	4	4	5	5	5	4	4	66	4,40
9	5	5	5	5	5	5	5	4	4	4	5	4	5	4	4	69	4,60
10	4	4	4	1	3	4	4	4	3	2	4	4	5	5	5	56	3,73
11	5	5	4	4	4	3	2	3	3	3	3	4	3	4	4	54	3,60
12	5	5	5	4	4	5	4	4	4	4	4	4	4	4	4	64	4,27
13	4	5	2	4	4	3	2	3	2	1	1	4	4	4	4	47	3,13
14	5	5	4	3	4	5	4	4	4	1	5	5	4	4	5	62	4,13
15	4	3	4	4	4	5	2	2	1	3	2	4	4	4	4	50	3,33
16	5	5	5	4	5	5	4	5	5	4	3	4	5	5	5	69	4,60
17	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	61	4,07
18	5	5	3	4	5	5	4	4	4	3	3	4	4	5	5	63	4,20
19	4	5	4	5	4	4	3	3	4	4	4	4	4	5	5	62	4,13
20	3	3	3	3	5	5	5	5	5	4	4	4	5	5	5	64	4,27
21	4	2	2	4	2	3	1	1	3	3	3	3	4	5	5	45	3,00
22	4	5	5	3	2	5	3	2	3	4	3	4	4	4	4	55	3,67
23	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	75	5,00
24	4	4	4	3	2	2	2	3	3	4	4	4	4	4	4	51	3,40
25	5	5	5	4	4	4	3	3	3	4	4	4	4	5	4	61	4,07
26	5	5	5	5	5	5	4	4	4	5	5	5	5	4	5	71	4,73
27	4	5	5	5	3	5	3	3	3	3	1	4	3	4	4	55	3,67
28	5	4	5	5	5	5	4	5	4	4	5	5	5	5	5	71	4,73
29	5	5	5	4	3	5	4	3	5	5	4	5	4	5	5	67	4,47
30	5	3	4	4	5	5	3	3	3	4	5	3	4	4	4	59	3,93
31	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	75	5,00
32	2	4	4	5	4	4	4	3	3	4	3	4	4	4	4	56	3,73
33	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5	74	4,93
34	5	5	5	5	5	5	5	4	4	4	3	4	4	5	4	66	4,40
35	3	5	3	4	3	3	2	2	2	2	3	3	3	3	4	45	3,00
36	5	5	5	4	4	5	3	3	3	4	3	5	5	5	5	64	4,27
37	5	5	5	5	5	5	5	4	5	4	5	5	5	5	5	73	4,87
38	5	5	5	4	4	5	5	5	5	2	3	5	5	5	4	67	4,47
39	5	5	3	2	3	3	3	2	2	1	3	3	4	5	5	49	3,27
40	5	5	5	2	4	5	5	5	5	3	4	3	5	5	5	66	4,40
41	3	4	3	4	2	3	4	3	4	3	3	4	4	4	4	52	3,47
42	5	5	5	5	5	5	4	4	4	4	4	4	5	5	5	69	4,60
43	4	5	4	3	3	4	4	4	4	3	3	5	3	3	3	55	3,67
44	3	4	3	5	4	3	3	3	3	3	3	5	4	4	3	53	3,53
45	4	5	4	5	4	4	3	3	4	3	3	3	5	5	5	60	4,00
46	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	74	4,93
47	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	60	4,00

48	5	5	5	5	5	5	5	5	5	4	5	5	5	4	5	73	4,87
49	5	5	4	4	4	5	3	4	4	4	4	4	4	4	4	62	4,13
50	5	5	5	5	5	4	3	4	4	4	4	4	4	4	4	64	4,27
51	5	5	4	3	5	5	5	5	5	5	3	4	4	3	5	66	4,40
52	4	4	3	4	4	3	2	2	2	3	3	4	4	3	3	48	3,20
53	5	5	5	5	1	4	5	5	5	1	5	5	1	5	5	62	4,13
54	5	5	5	5	5	5	5	5	5	5	4	5	5	5	5	74	4,93
55	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	60	4,00
56	4	4	4	4	4	4	3	3	3	3	3	3	3	3	3	51	3,40
57	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	75	5,00
58	5	5	3	4	4	4	4	4	4	4	4	4	5	4	5	63	4,20
59	5	5	5	3	4	4	4	4	4	4	4	4	4	5	4	63	4,20
60	4	3	4	4	4	4	3	4	4	3	3	4	4	4	4	56	3,73
61	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	75	5,00
62	5	4	5	4	5	5	3	3	3	1	4	4	5	5	5	61	4,07
63	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	61	4,07
64	5	5	3	3	4	4	3	4	4	4	5	5	4	4	4	61	4,07
65	5	5	5	4	4	4	3	5	5	4	1	4	5	5	4	63	4,20
66	4	5	5	3	4	4	3	3	3	4	4	4	4	4	4	58	3,87
67	4	3	3	3	4	4	4	4	5	2	2	3	4	4	3	52	3,47
68	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	75	5,00
69	5	2	4	1	4	4	4	4	4	4	5		5	5	5	56	4,00
70	4	4	4	4	4	4	4	4	4	4	5	4	5	5	5	64	4,27
71	5	4	5	5	5	5	5	4	4	4	4	5	4	5	5	69	4,60
72	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	75	5,00
73	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	60	4,00
74	3	2	3	5	4	5	3	3	3	4	4	4	4	5	4	56	3,73
75	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	75	5,00
AVERAGE	4,53	4,48	4,29	4,09	4,12	4,37	3,76	3,81	3,89	3,64	3,83	4,19	4,27	4,43	4,44	62,09	4,14
	4,43			4,19			3,82			3,88			4,38				

Validity Test Result

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
WLB1	333.0267	963.053	.374	.891
WLB2	333.2133	957.116	.415	.891
WLB3	333.0000	959.162	.502	.891
WLB4	333.1867	957.154	.522	.891

WLB5	332.8133	963.748	.468	.891
WLB6	333.5600	949.655	.464	.890
WLB	310.9333	866.604	.720	.883
WD1	333.0000	959.595	.490	.891
WD2	333.3333	961.847	.242	.892
WD3	333.0800	957.426	.360	.891
WD4	332.8667	960.793	.540	.891
WD5	333.0267	959.540	.409	.891
WD6	333.0667	957.036	.536	.891
WD7	333.0000	957.324	.512	.891
WD8	333.0133	956.608	.512	.891
WD9	333.1600	956.136	.403	.891
WD	296.9600	815.471	.745	.882
EP1	333.1733	954.956	.601	.890
EP2	333.4133	952.786	.613	.890
EP3	333.2667	950.928	.621	.890
EP4	332.9733	952.810	.636	.890
EP5	333.1467	955.667	.602	.890
EP6	333.0800	954.372	.586	.890
EP7	333.2000	949.378	.684	.890
EP8	333.0800	951.264	.693	.890
EP9	333.4400	952.142	.604	.890
EP	298.1867	772.100	.746	.885
JS1	333.0400	955.823	.497	.891
JS2	333.0933	959.680	.338	.891
JS3	333.2800	948.394	.561	.890
JS4	333.4800	948.604	.485	.890
JS5	333.4533	941.927	.626	.889

JS6	333.2000	945.027	.689	.889
JS7	333.8133	932.397	.731	.888
JS8	333.7600	936.969	.686	.888
JS9	333.6800	937.329	.681	.888
JS10	333.9333	942.414	.512	.889
JS11	333.7467	940.840	.567	.889
JS12	333.3867	953.430	.584	.890
JS13	333.3067	954.945	.477	.891
JS14	333.1467	956.451	.517	.891
JS15	333.1333	955.333	.564	.890
JS	275.4267	581.599	.847	.919

Quantitative Analysis Result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.597	8.809		-.408	.684
	WLB	1.594	.366	.487	4.356	.000
	WD	.573	.257	.249	2.229	.029

a. Dependent Variable: JS

Model Summary

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

a. Predictors: (Constant), WD, WLB

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.937	4.680		1.269	.209
	WLB	.227	.218	.125	3.038	.003
	WD	.639	.141	.502	4.527	.000
	JS	.218	.063	.394	3.486	.001
a. Dependent Variable: EP						

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.707[a]	.501	.479	3.22419

a. Predictors: (Constant), JS, WD, WLB

Classic Assumption Test Result
1. Normality Test

One-Sample Kolmogorov-Smirnov Test

		EP
N		75
Normal Parameters[a,b]	Mean	39.3867
	Std. Deviation	4.46879
Most Extreme Differences	Absolute	.137
	Positive	.136
	Negative	-.137
Kolmogorov-Smirnov Z		1.189
Asymp. Sig. (2-tailed)		.118
a. Test distribution is Normal.		
b. Calculated from data.		

2. Multicollinearity Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.937	4.680		1.269	.209		
	WLB	.227	.218	.125	3.038	.003	.484	2.068
	WD	.639	.141	.502	4.527	.000	.571	1.750
	JS	.218	.063	.394	3.486	.001	.550	1.820
a. Dependent Variable: EP								

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.253	2.639		1.990	.050
	WLB	.054	.123	.072	.442	.660
	WD	.013	.080	.024	.162	.872
	JS	-.075	.035	-.329	-1.138	.360
a. Dependent Variable: Abs_Res						

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