Analysis of work life balance, job satisfaction and its effect on the performance of employees of the General Bureau of the Regional Secretariat of the Riau Islands Province

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Abstract
Purpose: This study analyzes the influence of work-life balance, work environment, and workload on performance through job satisfaction as a mediating variable on employees of the General Bureau of the Regional Secretariat of the Riau Islands Province.
Results: Using primary data from 120 employees, this study found that work-life balance and workload have a significant influence on performance through the results of the path coefficient, meaning that the job satisfaction variable can mediate the influence of endogenous variables of work-life balance and workload on the performance variable. This can be explained by the fact that with the mediation of job satisfaction, when there is an increase in work-life balance and workload, employee performance will increase. The Work Environment does not have a significant influence on performance based on the results of the path coefficient, meaning that the job satisfaction variable cannot mediate the influence of the work environment variable on the performance variable. This can be explained by the fact that with the mediation of job satisfaction, when there is an increase in the work environment, it will not have an impact on increasing employee performance.
Keywords: *Work Life Balance, Work Environment, Workload, Performance, Job Satisfaction*
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1. Introduction

Human resource management is the recognition of the importance of an organization's workforce as a very important human resource contributing to organizational goals, using several functions and activities to ensure that these human resources are used effectively and fairly for the benefit of individuals, organizations, and society. In general, most organizations believe that to achieve success, they must strive to maximize individual performance. Human resources are the main factor in managing an organization to achieve its goals. However, maximizing individual performance is difficult. Performance is assumed to be a result of work achieved by someone carrying out the tasks and responsibilities assigned to him based on trust, experience, sincerity, and time.

Job satisfaction is the general attitude of an individual towards his work; a person with a high level of job satisfaction shows a positive attitude towards the job, and a person who is dissatisfied with his work shows a negative attitude towards the job. Employee job satisfaction is an important factor because it can affect the running of an organization as a whole. Employees' satisfaction with work is an indication that employees feel pleasure in carrying out their work duties. Job satisfaction is also a positive attitude of employees towards various situations in the workplace. For organizations, employee job satisfaction

must receive attention, and its fulfillment is especially the task of the organization's leadership. Job satisfaction is an individual factor and means of achieving work productivity. Thus, in the scope of human resource management, the job satisfaction factor provides benefits for both the organization and company, employees, and society.

The General Bureau is one of the regional apparatuses in Riau Islands Province, which is located in the Riau Islands Provincial Secretariat. The General Bureau of the Riau Islands Provincial Secretariat is tasked with preparing materials and formulating policies, facilitating, coordinating, and coaching in the fields of secretariat finance, household affairs, administration, and accommodation.

The dissatisfaction of these employees causes undesirable consequences and can harm the company. Job satisfaction is a pleasant or emotionally positive condition that arises from a person's assessment of their work or work experience. Job satisfaction is a positive feeling about a person's work, and is the result of an evaluation of its characteristics. Job satisfaction is a happy or positive emotional state that comes from an assessment of a person's work or work experience. Where job satisfaction is the result of employee views regarding how the work they do provides important value

Indications of employee dissatisfaction in the General Bureau include decreasing absenteeism or employee attendance rates and employee complaints about their work, as can be seen from the following data:
Job satisfaction and performance have a positive and significant influence, meaning that the higher the satisfaction received by employees, the higher their performance. Every organization wants good employee performance; organizations or agencies must pay attention to several aspects so that there is a balance between personal life and the world of work.

Work–life balance is the balance between work interests and a person's personal needs. Work-life balance is a factor that can affect employee performance. Work-life balance is something that employees need, which is indicated by the creation of a balance between responsibilities in their work and responsibilities outside of work. When employees are able to fulfill their responsibilities with their work and life, they will perform well in the company.

In addition, employees' work environments need to be considered. The work environment is an environment in which employees perform their daily work, and the work environment is everything or elements that can directly or indirectly affect the organization or company that will have a positive or negative impact on employee work productivity.

The work environment is everything that is around employees and can affect them in carrying out the tasks given. The work environment can increase employee comfort and concentration to improve performance. While a work environment that is less comfortable for employees and considered inadequate can cause a decrease in employee performance, employees will feel uncomfortable and unenthusiastic about carrying out their obligations and completing the jobs given. This has a negative impact on the companies.

To optimize performance, it is necessary to calculate a fair and balanced employee workload. Workload is the number of activities that must be completed by a person or an organization within a certain period with normal working conditions. The workload itself includes two types, namely physical workload and mental workload, where physical workload can be found in jobs that utilize the operator's physical strength more in completing their tasks, whereas mental workload is often found in jobs that have great mental responsibility in carrying out their work.

However, the phenomenon that occurs based on the Strategic Plan (Renstra) of the Riau Islands Province Regional Secretariat for 2021-2026 is the suboptimal implementation of general administration in supporting the implementation of tasks in the Regional Secretariat environment; The fulfillment of the needs for facilities and infrastructure of the apparatus in the Regional Secretariat

environment is not optimal. Suboptimal services for the Regional Head and Deputy Regional Head. Suboptimal services for fulfilling the household needs of the Regional Head and Deputy Regional Head. The quantity and quality of the General Bureau apparatus in carrying out their main tasks and functions are still low, so errors often occur in work.

The problem is that employees often have to work overtime or have additional working hours because of the large amount of work, not only that there are activities that must use employee vacation time so that employees spend more time in the office than at home, referring to one of the previous studies conducted by Ameswari, Wibisono, and Widia (2021), who found that work-life balance has a positive effect on job satisfaction; namely, the higher the work-life balance, the higher the employee's job satisfaction.

The problem with the work environment is that the office conditions are cramped, and the existing facilities are inadequate, so that employees tend to use personal belongings such as laptops and cellphones to complete the tasks given. The non-physical work environment is the lack of a harmonious relationship between superiors, subordinates, and co-workers. Consequently, employees are not satisfied with the existing work environment. Work environment plays an important role in creating and increasing employee job satisfaction. Satisfied employees will be more loyal to the organization, so that they can carry out their duties and responsibilities well. Job satisfaction arises as a result of an organization's work situation.

Then, it is seen in the General Bureau that there is still an unbalanced workload, which can be seen from the pressure of how quickly the work can be completed; the work given to employees is considered too heavy by employees. Based on research by Wirjana and Supardo (2005) conducted PT. Lianinti Abadi in Denpasar found that work stress mediates the effect of workload on job satisfaction. In other words, the effect of workload on job satisfaction was not direct. Workload has a positive effect on work stress and a negative effect on job satisfaction. This means that the higher the workload, the higher the level of work stress, which has an effect on decreasing job satisfaction.

The problems identified in this study are as follows. Based on the strategic plan (renstra) of the Riau Islands Provincial Secretariat for 2021-2026, the quantity and quality of the General Bureau apparatus in carrying out their main tasks and functions is still low, so there is often a lack of understanding in working. Job satisfaction is characterized by a decrease in job satisfaction, which can be seen from the absence or level of employee attendance and complaints about their work. Employees often have to feel overtime or additional working hours because of the large amount of work, not only that there are activities that must use employee vacation time so that employees spend more time in the office than at home, the work environment is known to be narrow, and the existing facilities are inadequate so that employees tend to use personal belongings such as laptops and cellphones to complete the tasks given. The non-physical work environment is the lack of a harmonious relationship between superiors, subordinates, and fellow co-workers. Consequently, employees are not satisfied with the existing work environment. Work environment plays an important role in creating and increasing employee job satisfaction. The workload is still unbalanced, as can be seen from the pressure of how quickly the work can be completed, and the work given to employees is considered too heavy.

2. Literature Review
2.1 The influence of work life balance on job satisfaction
When connected with the theoretical basis according to Frame and Hartog in Ginting and Siagian (2023) it is stated that the work-life balance program makes employees feel free to balance work and other commitments such as family, hobbies, art, traveling, education, and so on, besides just focusing on work. This shows that work-life balance can lead to healthy activities that satisfy employees. The relationship between work and life balance and job satisfaction can be seen. Job satisfaction can be achieved when the organization supports the creation of a work-life balance. The more workers are able to do their jobs well and produce success for the company, the more benefits the company will provide to its workers according to their contribution to the company. Referring to a previous study conducted

by Sunyoto (2016), they found that work-life balance has a positive effect on job satisfaction; namely, the higher the work-life balance, the higher the employee's job satisfaction. Duha (2016) Job satisfaction is related to an employee's attitude at work. One dimension of job satisfaction is attitude related to emotions, which is also related to motivation.

2.2 The Influence of Work Environment on Job Satisfaction
According to research conducted by Effendi (2014) entitled "The Effect of Compensation, Work Environment, and Work Loads on Work Satisfaction and Its Impact on Employee Loyalty of Production Part CV'. Bahari Tegal Bakery". The results of this study show that work environment has a positive and significant effect on job satisfaction, meaning that an employee's work environment can increase employee job satisfaction.

According to research conducted by I. Fahmi (2016) entitled "The Effect of Workload, Work Environment, Carerr Development on Employee Job Satisfaction on PT. Sari Coffee Indonesia,, Tbk The results of his research show that the work environment has a positive and significant effect on employees' job satisfaction. This means that in the current work environment, it is necessary to make improvements to the physical and non-physical work environment to increase job satisfaction for employees of PT. Sari Coffee Indonesia, tbk.

According to Astika, Nasib, Bhastary, Amalia, and Hou (2022), The results of the study showed that there was a significant and positive influence of work environment variables on employee job satisfaction variables at PT Mahkota Group. The better and more comfortable the work in the work environment, the higher the expected level of employee satisfaction. The work environment or working conditions in an organization are one of the factors that can influence work enthusiasm to improve performance so that employee job satisfaction can be created.

2.3 The Effect of Workload on Job Satisfaction
Based on research conducted by Eva et al. in the Journal of Management and Science, 7(2), October 2022, 1374-1380 with the research title "Analysis of Leadership Style, Workload, Work Environment on Employee Performance, and Job Satisfaction as Intervening Variables (Empirical Study at PT. Simone Accessary Collection) in 2022, it explains that Workload has a positive and significant effect on Job Satisfaction, this is evidenced by (probability) = 5% = 0.05 and from the results of multiple regression obtained sig = 0.001, obtained sig value (0.001) <Level of Significant (0.05), then Ho is rejected or Ha is accepted, so it can be concluded that the Workload variable has a positive and significant effect on Job Satisfaction.

Meanwhile, the results of research conducted by M. F. Fahmi, Wibisono, and Satriawan (2021), P. and Hasibuan (2017), in their research proved that workload has a significant negative effect on job satisfaction, which means that if the workload decreases, job satisfaction will increase significantly.

Based on research conducted by Arfian and Suhendri (2019) with the research title "The Effect of Work Discipline and Workload on Employee Performance with Job Satisfaction as an Intervening Variable" explains that there is a significant negative effect between workload and job satisfaction, meaning that workload has a significant negative effect on job satisfaction and these results can represent the existing population because the results show significant. This is evidenced by the t-count value of 2.862, t-table of 1.96, and P-values of 0.005 <5%. So Ha 5, which reads, "workload, has a significant negative effect on job satisfaction". Based on several studies, it can be assumed that workload can directly affect the job satisfaction of employees of the General Bureau of the Regional Secretariat of the Riau Islands.

2.4 The Influence of Work Life Balance on Performance
The results of this study indicate that work-life balance has a positive and significant effect on the performance of KPP employees. This means that the more a person's work-life balance improves, the more their employee performance will improve. This is in line with research conducted by Ilyas (2011), Matteson, Gania, Ivancevich, and Konopaske (2006) and Kasmir (2018). At KPP Pratama Bojonegoro,

work-life balance can be improved by instilling a sense of responsibility and discipline towards work, which can improve performance and have a positive impact on career development. The working hours set by KPP Pratama Bojonegoro allow employees enough time to set aside various activities for family or other activities outside of work. In terms of professionalism at work, for example, if there is a problem in the personal lives of KPP Pratama Bojonegoro employees, they are able to respond to it very well, not mixing personal and work problems. Supported by these things, it can improve employee performance so that it can create enthusiasm for employees to carry out their duties and responsibilities towards the place where they work.

2.5 The Influence of the Work Environment on Performance
The work environment has a positive and significant effect on employee performance. Therefore, this study is in line with the research of Kreitner and Kinicki (2014) and Mangkunegara (2017), who stated that the work environment has a positive and significant effect on employee performance. This can be seen from the indicator that ranks highest is the existence of family nature and atmosphere created in the KPP Pratama Bojonegoro environment. Good and supportive coworkers can improve employee performance. Lighting, cool air or good air circulation, and cleanliness in the workspace also support employee performance. An office atmosphere that provides a sense of comfort supports employees in performing their work. Marizki, Wahyuning, and Desrianty (2014), stated that all aspects of the work environment, both physical and non-physical work environments, can together affect employee performance. The work situation is an important aspect of the company because the work situation that is created according to employee needs and feels conducive will have an impact on optimal performance activities.

2.6 The Influence of Workload on Performance
Based on research conducted by Arfian and Suhendri (2019), The Effect of Work Discipline and Workload on Employee Performance with Job Satisfaction as an Intervening Variable, the conclusion is that there is a significant negative effect between workload and employee performance at the Banten Provincial Government Bappeda, meaning that workload has a negative effect (if workload decreases, employee performance will increase) significantly on employee performance.

In line with the results of research by Yusrin Najib with the research title "The Effect of Workload and Work Environment on Employee Performance Mediated by Job Satisfaction Workload at UMKM Maju Makmur Pandaan Pasuruan, " the conclusion is that high workload has a negative effect on employee performance. This is because at UMKM, Maju Makmur employees increasingly feel that high or large workloads decrease employee performance.

Based on several studies, it can be assumed that workload can directly influence the performance of employees of the General Bureau of the Regional Secretariat of the Riau Islands.

2.7 The Influence of Job Satisfaction on Performance
Based on research conducted by Arfian and Suhendri (2019) "The Effect of Work Discipline and Workload on Employee Performance with Job Satisfaction as an Intervening Variable" The conclusion of the study is that there is a significant positive influence between job satisfaction on employee performance at the Banten Provincial Government Bappeda, meaning that job satisfaction has a positive effect (if job satisfaction increases, employee performance will increase) significantly on employee performance.

In line with the results of research by Mubyl and Latief (2019), The Influence of Leadership, Work Environment and Work Discipline on Employee Performance with Job Satisfaction as an Intervening Variable (Study on the New Coastal Crossing Port Service Unit - Rote), the results of the study prove that the job satisfaction variable has a significant influence on employee performance at the New Coastal Crossing Port Service Unit (Rote). This study supports the findings of Nitisemito (2016), Prihatini (2007), Putra (2012), and Rivai (2013). Based on several studies, it can be assumed that job

satisfaction can directly influence the performance of employees of the General Bureau of the Regional Secretariat of the Riau Islands.

2.8 Conceptual Research Model
Based on the theoretical basis, literature review, and framework that has been proposed, a research model can be prepared as presented in the following figure:
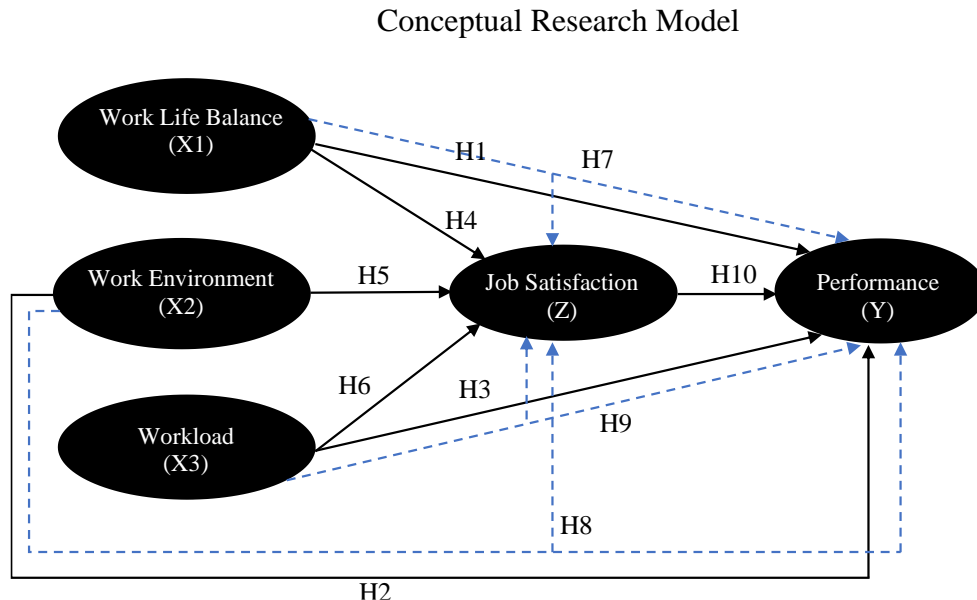
Conceptual Research Model

Figure 1. Conceptual Research Model

The hypotheses proposed in this research are as follows.
1. Work life balance has a direct effect on the Performance of Employees of the General Bureau of the Regional Secretariat of the Riau Islands Province
2. The work environment has a direct effect on the Performance of Employees of the General Bureau of the Regional Secretariat of the Riau Islands Province
3. Workload has a direct effect on the Performance of Employees of the General Bureau of the Regional Secretariat of the Riau Islands Province
4. Work life balance has a direct effect on the Job Satisfaction of Employees of the General Bureau of the Regional Secretariat of the Riau Islands Province
5. The work environment has a direct effect on the Job Satisfaction of Employees of the General Bureau of the Regional Secretariat of the Riau Islands Province
6. Workload has a direct effect on the Job Satisfaction of Employees of the General Bureau of the Regional Secretariat of the Riau Islands Province
7. Work-life balance has an indirect effect on the Performance of Employees of the General Bureau of the Regional Secretariat of the Riau Islands Province through Job Satisfaction.
8. Work environment has an indirect effect on the Performance of Employees of the General Bureau of the Regional Secretariat of the Riau Islands Province through Job Satisfaction.
9. Workload has an indirect effect on the Performance of Employees of the General Bureau of the Regional Secretariat of the Riau Islands Province through Job Satisfaction.
10. Job Satisfaction has a direct effect on the Performance of Employees of the General Bureau of the Regional Secretariat of the Riau Islands Province.

3. Research Methodology
This research is a type of quantitative research using primary data which is the answer to the questionnaire used. The quantitative approach can be interpreted as a research method based on the philosophy of positivism, used to research a certain population or sample, data collection using research instrument data, data analysis is quantitative or statistical, with the aim of testing the established

hypothesis (Sugiyono, 2014). The sample in this study took a saturated sampling technique, where all populations were sampled, so that as many as 120 people were all employees of the General Bureau. Testing the research hypothesis was carried out using the Structural Equation Model (SEM) approach based on variance, better known as SEM PLS (Partial Least Square), and assisted by SMART PLS 2.0.M3 software. According to Robbins and Judge (2012), SEM is a multivariate analysis technique that combines factor analysis and regression analysis (correlation) to test the relationship between variables in a model, both between indicators and their constructs, or the relationship between constructs.

This study analyzed the influence of exogenous variables on endogenous variables. These variables are latent variables formed by several indicators (observed variables). Therefore, to analyze the data in this study, the Structural Equation Modeling (SEM) analysis technique was used. The main reason this study uses the SEM analysis technique is that the researcher wants to convert qualitative facts (attributes) into a quantitative sequence (variables), because mathematics is a tool that is more likely to be used in management science so that it can invite quantitative variables. The next reason is that science, in addition to the accuracy of research data, requires better precision. A PLS program was used in this study.

Table 1. Operational Definitions

Variable	Definition	Indicators	Measurement
Work life balance (X_1)	Work life balance is a balance between work interests and a person's personal needs (Lumunon et al., 2019).	1. Time balance 2. Involvement balance 3. Satisfaction balance McDonald and Bradley (2017)	Likert
Work Environment (X_2)	The work environment is everything that is around the worker and that can influence him in carrying out the tasks assigned to him. Nitisemito (2019)	1. Work atmosphere 2. Relationship with co-workers 3. Availability of work facilities Nitisemito (2019)	Likert
Workload (X_3)	Workload is the amount of work that must be carried out by a position or organizational unit and is the result of multiplying the volume of work and the time norm. If the worker's ability is higher than the demands of the job, then boredom will arise and vice versa, if the worker's ability is lower than the demands of the job, then excessive fatigue will arise. Rolos et al (2018)	1. Targets to be achieved 2. Working conditions 3. Use of working time 4. Work standards Putra (2017)	Likert
Performance (Y)	Performance is what employees do or do not do in carrying out their work. Performance generally includes quantity,	1. Quality of Work 2. Quantity of Work 3. Execution of Tasks	Likert

	quality, accuracy, thoroughness and work ability. Mathis and Jackson in Mahendro Sumardjo and Donni Juni Priansa (2018:193)	4. Responsibility Mangkunegara (2014)	
Job Satisfaction (Z)	Job Satisfaction is a general attitude toward one's job that indicates the difference between the amount of rewards one receives from work and the amount they believe they should receive. Robbins (wibowo, 2016, P.415)	1. Financial 2. Organizational Aspects 3. Superior Behavior 4. Co-Worker Behavior Sowmya and Panchanatham (2011)	Likert

The data analysis technique in this study used partial least squares (PLS), which is a second-generation Multivariate Analysis using structural equation modeling (Structural Equation Model/SEM). PLS can be used for small sample sizes, and of course, with a large sample size, it will be more capable of increasing estimation precision. PLS does not require the assumption that the data distribution requirements are normal. Verification Analysis

According to Sugiyono (2016), verification analysis is a study aimed at testing a theory, and the study will try to produce new scientific information, namely, the status of the hypothesis in the form of a conclusion whether a hypothesis is accepted or rejected. Several methods can be used for verification analysis.

The research instrument was initially tested and calibrated using validity and reliability tests. This is intended so that the instrument used meets the requirements of validity and reliability based on adequate literature reviews (Taherdoost, 2016).

3.1 Validity Test
The calibration process was carried out by analyzing the data from the instrument trial results to test the internal validity by calculating the correlation coefficient between each item score and the total instrument score. The statistics used were product moment correlation (r_{xy}). The criterion used to test item validity was comparing the correlation coefficient (r_{count}) with (r_{table}) at $\alpha = 0.05$. This means that if r_{xy} is greater than the r table, then the item is considered valid, whereas if r_{xy} is smaller or equal to the r-table, then the item is considered invalid and then dropped or not used in the study.

3.2 Reliability Test
Reliability is an index that shows the extent to which an instrument can be trusted and relied on. An instrument can be said to be bad if it is tendentious, directing the respondents to choose certain answers.

After the instrument reliability questionnaire was known, the figure was interpreted with the level of reliability of the correlation coefficient. Interpretation of r-value coefficient interval level of relationship 0.800–1.000 very high; 0.600–0.799 high; 0.400–0.599 somewhat low; 0.200–0.399 low; 0.000–0.199 very low (uncorrelated). Reliability in this study used SPSS version 21.00 by calculating the value of Cronbach's alpha from the variables being tested. If the Cronbach's alpha value was greater than 0.600, the respondent's answer was declared reliable.

3.3 SEM Data Analysis
The research hypothesis testing was conducted using the variance-based Structural Equation Model (SEM) approach or better known as SEM PLS (Partial Least Square) and assisted by SMART PLS 2.0.M3 software. According to Robbins and Judge (2012), SEM is a multivariate analysis technique

that combines factor analysis and regression analysis (correlation) to test the relationship between variables in a model, both between indicators and their constructs, or the relationship between constructs. This study aims to analyze the effect of exogenous variables on endogenous variables. These variables are latent variables formed by several indicators (observed variables). Therefore, to analyze the data in this study, the Structural Equation Modeling (SEM) analysis technique was used. The main reason this study uses the SEM analysis technique is because the researcher wants to convert qualitative facts (attributes) into a quantitative sequence (variables), because the existence of mathematics as a tool that tends to be used in management science so that it can invite quantitative variables. The next reason is that science, in addition to the accuracy of research data, requires better precision. A PLS program was used in this study.

The data analysis was conducted in two stages. The first stage is the analysis of descriptive quantitative data sourced from a census conducted on people who were used as respondents. In this quantitative study, data processing was carried out through the examination stage (editing), the process of categorizing or classifying data (coding), and the process of exposing (tabulating). There are two models of statistical data processing and analysis: data processing using descriptive and inferential statistics (Bungin, 2007). In this study, the processing of data obtained from the questionnaire used descriptive statistics assisted by the SEM program and was then analyzed using cross tabulation. Several categories of data obtained from the questionnaire were identified according to the research objectives and were explored further using in-depth interviews.

The second stage was qualitative data analysis. Qualitative data analysis was conducted from the beginning of data collection in the field until conclusions were obtained on a number of phenomena that have been observed. Data processing and interpretation are intended for descriptive analysis, which contain the meaning of an effort to simplify and explain parts of the whole.

The operationalization stages of Structural Equation Modeling (SEM) proposed by (Hair, Hult, Ringle, & Sarstedt, 2014; Sowmya, 2010; Syamsir, 2014) are as follows:
1. Develop a hypothetical model, that is, a model with theoretical or conceptual justification.
2. Construct a path diagram that describes a flow diagram that makes it easier to see the causal relationship being tested with the intention of showing the flow of causal relationships between exogenous and endogenous variables.
3. The path diagram of the structural or measurement model was converted into a mathematical model.
4. An input matrix was selected. The input data for matrix can be either a correlation matrix or a covariance matrix. Input data in the form of a correlation matrix if the variable data to be analyzed have the same scale. Data are input in the form of a covariance matrix if the data from the research variables have the same scale.
5. Assessment of identification problem. The identification problem is basically a problem regarding the inability of the developed model to produce unique estimates. This step is intended to ensure that the specified model is not under-identified. To overcome this problem, a fixed model coefficient was created by providing constraints on the model.
6. Evaluation of Goodness of Fit (GOF). This stage is related to testing between the model and the data.

Data analysis activities included data reduction, data display, and conclusion drawing. Qualitative data obtained from in-depth interviews were interpreted. Data in the form of field notes and secondary data were collected and classified based on themes and research problems by referring to the research report plan (outline). The classified data were then interpreted and linked in relation to theoretical assumptions and propositional statements based on research objectives and problems. This study used two types of quantitative analysis techniques.
1. Confirmatory factor analysis in SEM which is used to confirm the most dominant factors in a group of variables.
2. Regression Weight in SEM is used to examine the significance of the causal relationship between variables.

The emergence of a complex model has an impact that, in reality, the management decision-making process is a complex or multidimensional process with various patterns of causation relationships that are tiered. Therefore, a model and analysis tool that can accommodate multidimensional research is required.

Various analytical tools for multidimensional research are widely known, including
1. Explanatory factor analysis,
2. Multiple regression analysis,
3. Discriminant analysis.

These analytical tools can be used for multidimensional research, but the main weakness of these techniques is their limited ability to analyze one relationship at a certain time.

In research language, it can be stated that these techniques can only test one dependent variable through several independent variables. Management is faced with a situation where there is more than one dependent variable that must be connected to determine the degree of interrelation. The advantage of SEM applications in management research is its ability to confirm the dimensions of a concept or factor commonly used in management and its ability to measure the influence of theoretically existing relationships (Sule & Saeful, 2019).

To create a complete model, the following steps must be taken.
1. Theory-based model development: The first step in developing an SEM model is to search for or develop a model with strong theoretical justification. Researchers must conduct a series of intensive literature reviews to justify the development of the theoretical model.
2. Development of a flow diagram (path diagram) to show causal relationships will make it easier for researchers to see the causal relationships they want to test. Researchers usually work with "constructs" or "factors," namely concepts that have a sufficient theoretical basis to explain various forms of relationships. The constructs built into the flow diagram can be divided into two groups: exogenous and endogenous. Exogenous constructs are known as "source variables" or "independent variables, which are not predicted by other variables in the model. Endogenous constructs are factors predicted by one or more endogenous constructs, but exogenous constructs can only be causally related to endogenous constructs.
3. The flow diagram was converted to a series of structural equations and measurement model specifications. Once the theoretical model theory is developed and depicted in a flowchart, researchers can begin to convert the model specifications into a series of equations.The measurement model specification equation is to determine a series of matrices that show the hypothesized correlations between constructs or variables.
4. Interpreting and modifying the model. The final step in the SEM is to interpret and modify the model. After the model is estimated, the residuals must be small or close to zero and the frequency distribution of the residual covariances must be symmetric (Ferdinand, 2002). The model modifications were first tested by testing the standardized residuals of the model. A cutoff value of 2.58 (Hair et al., 1995; Joreskog, 1993; Ferdinand, 2002) can be used to assess the significance of the residuals produced by the model. A residual value greater than or equal to 2.58 is interpreted as statically significant at the 5% level, and this significant residual indicates a substantial prediction error for a pair of indicators.

The data analysis technique was used to answer the problem formulation or test the hypothesis formulated in the proposal. Because the data are quantitative, the data analysis method uses the available statistical methods (Sugiyono, 2016). Descriptive analysis was used to describe and illustrate the characteristics of the respondents and research variables. In this study, the researchers used descriptive analysis of independent and dependent variables, which were then classified against the total number of respondent scores. The assessment criteria were compiled for each statement item when the number of respondent answer scores was obtained.

To describe the data for each research variable, a frequency distribution table was prepared to determine whether the level of value (score) of the research variable fell into the following categories: strongly agree, agree, neutral, disagree, and strongly disagree. To determine the average score, the number of questionnaire answers was divided by the number of questions, multiplied by the number of respondents.

4. Result and Discussion
4.1 Structural Model Analysist (Inner Model)
4.1.1 Path Coeffecient
Seeing the significance of the influence between constructs can be seen from the path coefficient. The sign in the path coefficient must be in accordance with the hypothesized theory, to assess the significance of the path coefficient can be seen from the t test (critical ratio) obtained from the bootstrapping process (resampling method).

4.1.2 R-Square
R-Square is a measure of the proportion of variation in the value of a variable that is influenced (endogenous) and can be explained by the variables that influence it (exogenous). This is useful for predicting whether a model is good or bad (Vanchapo, 2020). The criteria for R-Square according to Vanchapo (2020) are as follows:
1. If the R2 value (adjusted) was 0.75, the model was substantial.
2. If the R2 value (adjusted) was 0.50, the model was considered moderate.
3. If the R2 value (adjusted) was 0.25, the model was weak.

Table 2. R-Square

	R Square	R Square Adjusted
Job Satisfaction	0.971	0.970
Performance	0.997	0.997

Source: Smart PLS 3, 2024

The conclusion of the r-square value test on Performance is the Adjusted R-Square for the path model using the moderator variable is 0.997. This means that the ability of the work-life balance, work environment, and workload variables with Job Satisfaction moderation in explaining performance is 99.7%. Thus, the model is classified as substantial.

4.1.3 Direct Effect
The purpose of direct effect analysis is useful for testing the hypothesis of the direct influence of an influencing variable (exogenous) on the influenced variable (endogenous) (Mohammed, Philip, & Labaran, 2024). Probability/significance value (p-value)
1. If the p-value is <0.05, it is considered significant.
2. If the P-value was > 0.05, it was not significant.

Table 3. Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Workload -> Job Satisfaction	0.448	0.439	0.173	2.591	0.005
Workload -> Performance	0.426	0.436	0.097	4.408	0.000

Job Satisfaction -> Performance	0.198	0.184	0.064	3.091	0.001
Work Environment -> Job Satisfaction	0.143	0.151	0.104	1.369	0.086
Work Environment -> Performance	0.112	0.119	0.044	2.517	0.006
Work Life Balance -> Job Satisfaction	0.400	0.400	0.120	3.318	0.000
Work Life Balance -> Performance	0.270	0.266	0.049	5.490	0.000

Table 4. Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Work Environment -> Job Satisfaction -> Performance	0.028	0.031	0.025	1.119	0.132
WORK LIFE BALANCE -> Job Satisfaction -> Performance	0.079	0.078	0.042	1.898	0.029
Workload -> Job Satisfaction -> Performance	0.089	0.074	0.030	2.972	0.002

Source: Smart PLS 3, 2024
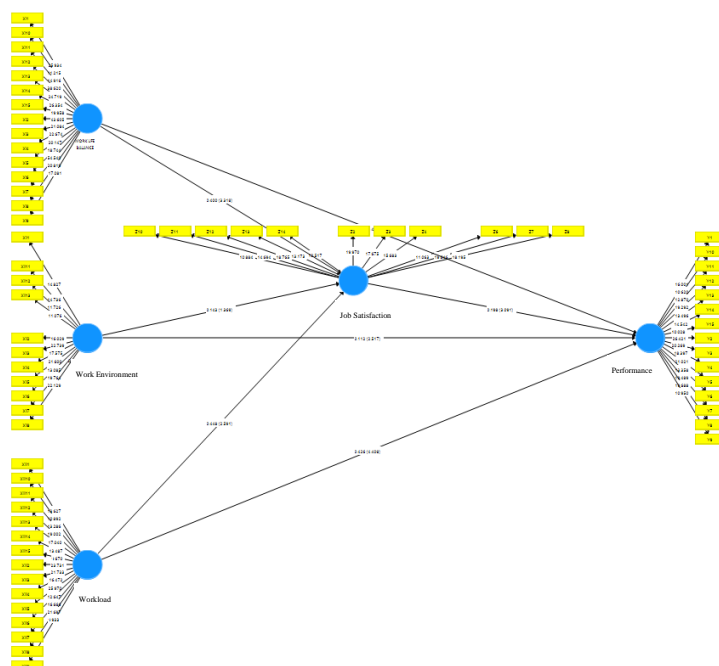
Source: Smart PLS 3, 2024

The conclusion of the direct effect value in the table above is as follows:
1. Work–Life Balance on Job Satisfaction: Path coefficient = 3.318> T-Table = 1.679 with a p value of 0.000 <0.05, meaning that the effect of work–life balance on job satisfaction is significant.
2. Work Environment on Job Satisfaction: Path coefficient = 1.369 <T-Table = 1.679 with a p-value of 0.086> 0.05, meaning that the effect of the work environment on job satisfaction is not significant.

3. Workload on Job Satisfaction: Path coefficient = 2.591> T-Table = 1.679 with a p-value of 0.005 <0.05, meaning that the effect of workload on job satisfaction is significant.
4. Work-Life Balance on Performance: Path coefficient = 5.490 > T-Table = 1.679 with p value 0.000 <0.05, indicating that the influence of work-life balance on performance is significant.
5. Work environment on Performance: Path coefficient = 2.517 > T-Table = 1.679 with p-value 0.006 <0.05, indicating that the influence of work environment on performance is significant.
6. Workload on Performance: Path coefficient = 4.408 > T-Table = 1.679 with p-value 0.000 <0.05, indicating that the influence of workload on performance is significant.
7. Job satisfaction on Performance: Path coefficient = 3.091 > T-Table = 1.679 with p-value 0.001 <0.05, indicating that the influence of job satisfaction on performance is significant.
8. Work-life balance * job satisfaction on performance: Path coefficient = 1.898> T-Table = 1.679, meaning that the job satisfaction variable mediates the influence of the work-life balance variable on the performance variable.
9. Work Environment *Job Satisfaction on Performance: Path coefficient = 1.119 < T-Table = 1.679, meaning that the job satisfaction variable cannot mediate the influence of the work environment variable on the Performance variable
10. Workload *Job Satisfaction on Performance: Path coefficient = 2.972> T-Table = 1.679, meaning that job satisfaction mediates the influence of workload on performance.

5. Conlusion
The conclusions should consist of conclusions, limitations, and suggestions.
5.1. Conclusion
Based on the results of the analysis of the research data above, a conclusion can be made in this study as follows:
1. Work–life balance has a significant influence on Job Satisfaction. This shows that an increase in Worklife Balance increases employees' job satisfaction.
2. Work Environment has a significant influence on Job Satisfaction. This shows that, when the Work Environment increases, employees' job satisfaction increases.
3. Workload had a significant influence on Job Satisfaction. This shows that when workload increases, employee job satisfaction increases.
4. Work–life balance has a significant influence on performance. This shows that an increase in the Worklife Balance will increase employee performance.
5. Work Environment has a significant influence on performance. This shows that, when the Work Environment increases, employee performance increases.
6. Workload has a significant effect on performance. This shows that when the workload increases, employee performance increases.
7. Job satisfaction has a significant influence on job performance. This shows that when Job Satisfaction increases it will provide an increase in Employee Performance
8. Work-Life Balance and Workload have a significant influence on performance through the results of the Path Coefficient, meaning that the variable of job satisfaction can mediate the influence of endogenous variables of work-life balance and workload on the performance variable. This can be explained by the fact that with the mediation of job satisfaction, when there is an increase in work-life balance and workload, employee performance will increase.
9. The Work Environment does not have a significant influence on performance through the results of the Path Coefficient, meaning that the job satisfaction variable cannot mediate the influence of the work environment variable on the performance variable. This can be explained by the fact that with the mediation of job satisfaction, when there is an increase in the work environment, it will not have an impact on increasing employee performance.

5.2. Suggestion
1. To maintain the Work Environment, the General Bureau of the Riau Islands Province can maintain security and comfort in carrying out tasks, so that a good environment is created to improve employee performance.

2. There needs to be a work-life balance so that it can be improved. Companies need to minimize the level of employee fatigue caused by high work demands by placing employees according to their duties, so that the work that is done can be completed according to the workload of each employee. It is recommended that the General Bureau of the Riau Islands Province hold family activities such as gatherings to deal with the pressure or boredom felt when working.
3. Performance plays an important role for each employee of the General Bureau of the Riau Islands Province, and supervision is needed so that members complete their work according to existing targets and standards.
4. Future research should examine other variables that affect performance, such as leadership, compensation, trust in leaders, job satisfaction, and different factors that may influence employee performance.

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