



Strategies to Increase Employee Performance Through Job Satisfaction in Property Development Companies in Surabaya

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ABSTRACT :The research aims to find the influence and relationship between Work Life Balance on Job Satisfaction, Work Life Balance on Employee Performance and Job Satisfaction on Employee Performance. This research is a quantitative research type. Data collection techniques were carried out using questionnaires. The research population is the whole employees of a Property Development Company in Surabaya with a specified sample size of 75 respondents. Data analysis technique using SEM Partial Least Square. The results of the study show that Work Life Balance and Job Satisfaction have a significant positive effect on Employee Performance. Work Life Balance has a significant positive effect on Job Satisfaction and Work Life Balance has a significant positive effect on Employee Performance by mediating Job Satisfaction. The strategy that can be done is to provide a counseling section at the company so that it becomes a means for employees to voice their complaints so that afterwards they can work better. In addition, it can provide bonuses or other things that can make employees satisfied with the work done.

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

Received 18 Mar., 2023; Revised 01 Apr., 2023; Accepted 03 Apr., 2023 © The author(s) 2023.

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I. INTRODUCTION

In something organization very important presence source man power because success something organization very depending on quality and performance individuals in the organization. In a company, employee always demanded for increase performance To use reach goals that have been set by the organization. Management source Power man own gauge measuring satisfaction work and PerformanceSatisfaction work is to what extent employees satisfied or no satisfied with work them. Satisfied employees tend more motivated, have good morale, and more productive. Performance refers to how much good employee company they do work[1].

Success something organization in reach goals and objectives very depending on Performance. Performance is quality and quantity work done by a person employee in carry out his job in accordance with not quite enough answer givento her[2]. Performance optimal work can seen good from quality nor very quantity _ needed For support achievement objective agency or organization and for That need support from various influencing factors _ performance work. Many factors influenceperformance. Condition satisfaction or dissatisfaction Work become bait back that will influence performance employees , caused by the response affective and emotional they[3].Matter important for aemployee insidecarry out his job is exists satisfaction work), where a employee will maintain performance high workwhen obtain satisfaction Work from work,and vice versa a employee fast or slow will do absenteeism,nocan dependable and accomplished bad when get no satisfaction in his job.

Apart from satisfaction work, a lot possible factor influence performanceemployee ,how many among them is *Work Life Balance*. Pattern interesting work - *life balance* , motivation work and satisfaction Work employees during the new normal transition period[4]. *Work-life balance* defined as balance between work, family, and responsibilities answer individual, where every individual operatehis obligations with balancing

fulfillment role personal and work as well as operate his job as partner or parents. Shen and Chandrashow there is significant influence between *work-life balance* against satisfaction Work[3]. The more high quality *work-life balance* so the more high satisfaction Work employee. There is strong relationship between balance life work and motivation employee[5]. Maintain well-being emotionally healthy that makes. They still motivated originate from balance between life and work. Life personal can motivating somebody For Work more hard [4]. Recent research state Connection between *work-life balance* with satisfaction work[6]. Recent Research prove exists influence balance life Work to satisfaction work and performance employee[3]. *Work-life balance* has an effect positive significant to performance[7].

Based on a number of factors as already described above, then considered important for done study about influence from *Work Life Balance* to *Employee Performance* through *Job Satisfaction* so that generated information from results study can useful as material consideration or drafting strategy organization in enhancement performance employee. With thereby study This done with take title “*Strategy to Improve Employee Performance Through Job Satisfaction in Property Development Companies in Surabaya*”.

Based on explanation background behind can be stacked objective study as following: (1) For analyze influence Work Life Balance to Job Satisfaction at the Development Company Properties in Surabaya. (2) For analyze influence Work Life Balance to Employee Performance at Development Companies Properties in Surabaya. And (3) For analyze influence Job Satisfaction to Employee Performance at a Property Development Company in Surabaya.

II. LITERATURE REVIEWS

Work Life Balance

Work life balance is organizational support for aspects of employees' personal lives such as flexible working hours, dependent care and family/ personal leave. *Work life balance* is a work pattern that allows employees to combine employee responsibilities at work with other employee responsibilities such as caring for children or elderly relatives[8].

Job Satisfaction

Job satisfaction is a pleasant emotional state that results from assessing one's work or work experience as achievement or facilitating the attainment of one's work values [9]. Anakis et al revealed that job satisfaction is a pleasant emotional attitude, and loves his job[10]. Luthans deep dividing the dimensions of employee job satisfaction into five; the job itself, salary, job promotion opportunities, supervision, and co-workers[10].

Employee Performance

Performance is results work that can achieved by someone or insider group _ something company in accordance with authority and responsibility answer each in effort achievement objective organization illegally, no violate legal and not contrary with morals and ethics[11]. performance is something results achieved by employees in his job according to criteria certain applies for something work[12].

Research Model

The research model aims to make it easier for researchers and readers to understand the mindset of the research to be carried out. The following is the research model in this study:

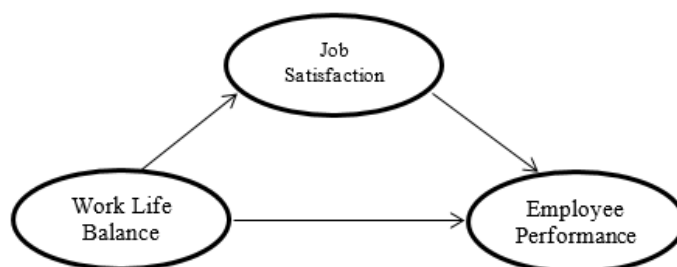


Figure 1. Conceptual Framework

Source : Researcher (2023)

Research Hypothesis

From the research model above, several hypotheses can be formulated, namely:

H₁ : *Work Life Balance* influential significant to *Employee Performance* at Development Companies Properties in Surabaya

H₂ : *Work Life Balance* influential significant to *Job Satisfaction* in Developer Companies Properties in Surabaya

H₃ : *Job Satisfaction* has an effect significant to *Employee Performance* at Development Companies Properties in Surabaya

III. RESEARCH METHODS

Research Approach

This research is an explanatory research in which the research explains the causal relationship between variables through hypothesis testing. The relationship through the correlational relationship between variables. Research explains the effect of *Work Life Balance* and *Job Satisfaction* on *Employee Performance*.

Population and Sample

Population from this study is whole Property Development Company employees in Surabaya. Sample is part of the number and characteristics possessed by the population. The sample used is a type of multivariate referred to sample measurement guidelines. In which uses 5-10 times variable indicators, so this study used a sample of $15 \times 5 = 75$ respondents [13].

Types and Data Sources

Study This sourced from the primary data obtained, primary data is direct data collected by the researchers obtained from source First respondent about burden work. The data can be done with spread sheet to opinion respondent about *Work Life Balance*, *Job Satisfaction*, and *Employee Performance*.

Data Collection Techniques

Data collection techniques performed with method give written questions to respondent for answered, questionnaire is technique research data collection convey questionnaire to the respondent and filled by respondent, function for know *Work Life Balance*, *Job Satisfaction* influential to *Employee Performance*.

Definition Variable

Work Life Balance is ability somebody influence and move other people, so they act and behave follow to reach objective in a manner effective and efficient [15]. The *Work Life Balance* indicator is measured by 5 indicators, namely: 1) Analytical Ability, 2) Skill, 3) Courage, 4) Listening Ability, and 5) Assertiveness [15].

Job Satisfaction is a pleasurable emotional state resulting from valuing one's work or work experience as achieving or facilitating the attainment of one's work values. Luthans deep divides the dimensions of employee job satisfaction into five: 1) the work itself, 2) salary, 3) job promotion opportunities, 4) supervision, and 5) colleagues [10].

Employee Performance is results Work in a manner the quality and quantity achieved by a person employee in carry out task in accordance with not quite enough answer given to him, which consists from individual factors, factors psychological and factors organization [16]. *Employee Performance* indicators can be measured by 5 indicators, namely: 1) Quality, 2) Quantity, 3) Timeliness, 4) Effectiveness, and 5) Independence [16].

Analysis Techniques

Data analysis is the process of simplifying data into a form that is easier to read and implement. The analytical technique selected for analyzing the data and testing the hypotheses in this study is *The Structural Equation Model (SEM)* with *Partial Least Square (PLS)*.

IV. RESEARCH RESULTS AND DISCUSSION

Analysis Results SEMS PLS

PLS-SEM testing is divided into 2 types of measurement, namely the *Inner* and *Outer Models*. The following tests each model, namely:

Outer Model Evaluation

Evaluation of the measurement model aims to determine the relationship between latent variables and their indicators or the outer model is also defined to find out how each indicator relates to its latent variables [17]. *The Outer Model* test is divided into 2 stages, namely the Validity Test and the Reliability Test.

Convergent Validity Testing

Measuring the value of *convergent validity* is seen from the correlation between the indicator score and the construct score (*loading factor*) with the criterion of a p-value if <0.05 is considered significant [18] . The following are the results of convergent validity testing for each research indicator, namely:

Table 1 *Outer Loading*

Variable	Indicator	Original Sample (O)		P Values		Ket.
		Results	Parameter	Results	Parameter	
Work Life Balance (X)	X.1	0.857				
	X.2	0.830				
	X.3	0.777	>0.6	0.000	< 0.05	Valid
	X.4	0.887				
	X.5	0.788				
Z. 1	0.858					
Z. 2	0.892					
Job Satisfaction (Z)	Z. 3	0.831	>0.6	0.000	< 0.05	Valid
	Z. 4	0.831				
	Z. 5	0.860				
	Y. 1	0.879				
	Y.2	0.763				
Employee Performance (Y)	Y.3	0.916	>0.6	0.000	< 0.05	Valid
	Y.4	0.871				
	Y.5	0.708				

Source: Primary Data Processed (2023)

Loading model indicators have an Original Sample (O) value greater than 0.60 and a higher p value . small from 0.5 up to It means construct can accepted .Then do the *Average Variance Extracted* (AVE) test. AVE is said to be valid if the value is more than 0.50.

Table 2 *AVE value*

Variable	AVE	Parameter	Results
Work Life Balance (X)	0.690		
Job Satisfaction (Z)	0.730	0.5	Valid
Employee Performance (Y)	0.644		

Source: Primary Data Processed (2023)

In the table above it can be seen that the AVE (*Average Variance Extracted*) value of all variables has a value greater than 0.50, which means that the value is valid and meets the requirements for the AVE value.

Discriminant Validity Testing

Discriminant validity can be carried out in two stages, namely comparing the results of cross loading and looking at the results of AVE. In SmartPLS, cross loading is represented in cross validation. The indicator can be said to be valid if the results of the comparison of the variable loading values are the greatest compared to other variables.

Table 3 *Cross Loading*

Indicator	Work Life Balance (X)	Job Satisfaction (Z)	Employee Performance (Y)
X.1	0.857	0.722	0.753
X.2	0.830	0.588	0.573
X.3	0.777	0.602	0.577
X.4	0.887	0.730	0.739
X.5	0.788	0.618	0.564
Z. 1	0.685	0.858	0.784
Z. 2	0.726	0.892	0.727

Indicator	Work Life Balance (X)	Job Satisfaction (Z)	Employee Performance (Y)
Z. 3	0.649	0.831	0.680
Z. 4	0.628	0.831	0.674
Z. 5	0.691	0.860	0.773
Y. 1	0.714	0.776	0.879
Y.2	0.673	0.580	0.763
Y.3	0.709	0.790	0.916
Y.4	0.670	0.766	0.871
Y.5	0.459	0.604	0.708

Source: Primary Data Processed (2023)

Based on the table above, it can be concluded that the correlation of latent variables with indicators is greater than the size of the latent variables. This shows that the latent construct in a block is better than other block sizes. In addition, the cross loading value in one variable is more than 0.50. This shows that the cross loading analysis does not have discriminant validity problems.

Reliability Testing

There are several tests in the Reliability test, namely the *Composite Reliability Test* and *Cronbach Alpha*. According to Ghozali (2016), a variable can be declared to meet composite reliability if it has a composite reliability value of > 0.6 . In addition, a variable can be declared reliable or meets cronbach's alpha if it has a cronbach's alpha value $> 0.7[20]$. The following are the results of the *Composite Reliability* and *Cronbach Alpha* tests, namely:

Table 4 Testing Reliability

Variable	Composite Reliability	Parameter	Cronbach Alpha	Parameter	Ket.
Work Life Balance (X)	0.916		0.886		
Job Satisfaction (Z)	0.931	0.6	0.907	0.7	Valid
Employee Performance (Y)	0.917		0.885		

Source: Primary Data Processed (2023)

Based on the table above, it can be seen that the calculation results on composite reliability and Cronbach Alpha for all constructs are worth the required parameters. This shows that respondents are consistent in answering questions, so it can be concluded that all constructs have a good level of reliability.

Evaluation of the Inner Model

Structural model (inner model) describe connection causality between variable latent that has built based on substance theory. *The Outer Model* testing is divided into several stages, including:

Model Equations

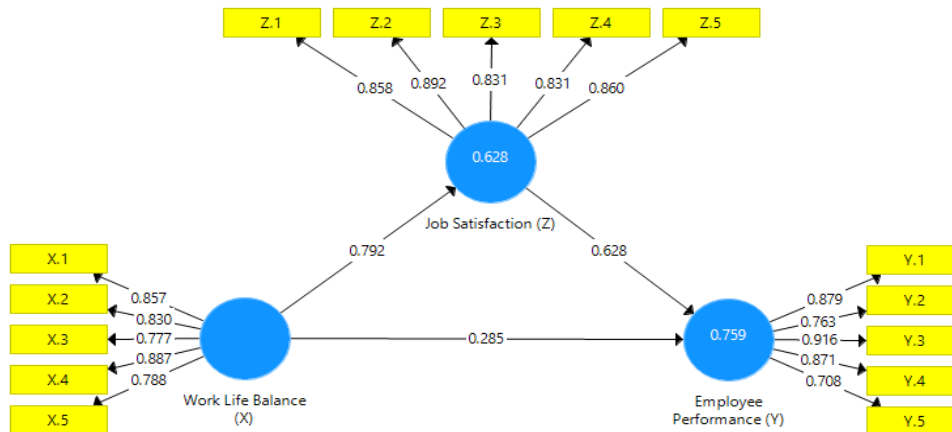


Figure2. PLS models
Source : Researcher (2023)

The PLS model above shows that the Employee Performance Variable is influenced by the Work Life Balance and Job Satisfaction variables and the Job Satisfaction Variable is influenced by the Work Life Balance variable. This relationship can be described in the equation structural under following :

$$Z = 0.792 X$$

$$Y = 0.285 X + 0.628Z$$

Hypothesis test

After testing convergent validity, discriminant validity, and reliability, the next test is testing the hypothesis. The value of the path coefficient or inner model indicates the level of significance in hypothesis testing, the significance test is carried out using the Bootstrapping method [21] . Hypothesis testing is done by looking at the value of the T-statistics using a significance level of 95% ($\alpha = 0.05$). The T-table value with a significance level of 95% is 1.96.[19] The following are the results of the Hypothesis Testing table following this :

Table 5 Test Results hypothesis

Variable Relations	T Statistics (O/STDEV)	T Table	Information
Work Life Balance (X) -> Employee Performance (Y)	2,751	1.96	Significant
Work Life Balance (X) -> Job Satisfaction (Z)	15,454		Significant
Job Satisfaction (Z) -> Employee Performance (Y)	5,891		Significant
Work Life Balance (X) -> Job Satisfaction (Z) -> Employee Performance (Y)	5,229		Significant

Source: PLS Appendix (2023)

Based on results testing hypothesis , then obtained results as following :

- 1) Work Life Balance has a significant effect on Employee Performance , because the T statistic value is 2.751 which means greater than 1.96 ,
- 2) Work Life Balance has a significant influence on Job Satisfaction , because the statistical T value is 15.454 which means greater than 1.96 ,
- 3) Job Satisfaction has a significant effect on Employee Performance , because the T statistic value is 5.891 which means greater than 1.96 and
- 4) Work Life Balance has a significant effect on Employee Performance through the mediation of Job Satisfaction Employee Performance with a statistical T value of 5.229 which means greater than 1.96

R-Square Testing

Evaluation of *the Inner Model* is used to see the direct and indirect effects between variables. Evaluation of *the Inner Model* begins by looking at the R-Square value. For endogenous latent variables in a *structural*

model that has an R^2 of 0.75 indicating that the model is "strong", R^2 of 0.50 indicates that the model is "moderate", R^2 of 0.25 indicates that the model is "weak" [19]. The following is the R-Square value of the test results:

Table 6 R-Square Value

	R Square
Job Satisfaction (Z)	0.628
Employee Performance (Y)	0.759

Source: PLS Appendix (2023)

The table above shows the R Square Job Satisfaction (Z) value of 0.628. So it means that a large percentage of the effect of Work Life Balance (X) is 62.8%. While the percentage of 37.2% is influenced by other variables outside of this study. In addition, the R Square Employee Performance (Y) value is 0.759. So it means that a large percentage of the influence of Employee Performance (Y) is 75.9%. While the percentage of 24.1% is influenced by other variables outside of this study.

Predictive Relevance Testing (Q²)

The Goodness of fit assessment can be seen from the Q^2 value. The value of Q^2 has the same meaning as R Square. The suitability of the structural model can be seen from Q^2 , as follows:

$$Q^2 = 1 - [(1 - 0.628) * (1 - 0.759)]$$

$$Q^2 = 1 - [(0.372) * (0.241)]$$

$$Q^2 = 1 - [0.089]$$

$$Q^2 = 0.911$$

Then it can be stated that the variable relationship is in the "strong" model

Discussion

Influence Work Life Balance to Employee Performance

From the results of the study it was found that the relationship between *Work Life Balance* and *Employee Performance* is significant because the statistical T value is 15.454 which means greater than 1.96. In addition, it was also found that the relationship has a positive direction so that it can be stated that the better the Work Life Balance, the better the Employee Performance. According to the research results are known *Work Life Balance* significant effect on *Employee Performance*. It means *Work Life Balance* provide a significant influence in improving *Employee Performance*. The findings in this study are the same as the findings recent research prove exists influence balance life Work to performance employee [10]. *Work-life balance* influential positive significant to performance [7].

The Influence of Work Life Balance on Job Satisfaction

From the results of the study it was found that the relationship between *Work Life Balance* and *Job Satisfaction* is significant because the statistical T value is 2.751 which means greater than 1.96. In addition, it was also found that the relationship has a positive direction so that it can be stated that the better the Work Life Balance, the better the Job Satisfaction. According to the research results are known *Work Life Balance* significant effect on *Job Satisfaction*. It means *Work Life Balance* provide a significant influence in increasing *Job Satisfaction*. The findings in this study are the same as the findings [10], [3], [4] and [22] show there is significant influence between *work-life balance* against satisfaction work. The more tall quality *work-life balance* so the more high satisfaction work employee. Likewise recent study prove exists connection between *work-life balance* with satisfaction work [23]. Influence balance life Work to satisfaction work [3].

The Influence of Job Satisfaction on Employee Performance

From the results of the study it was found that the relationship between *Job Satisfaction* and *Employee Performance* is significant because the statistical T value is 5.891 which means greater than 1.96. In addition, it was also found that the relationship has a positive direction so that it can be stated that the better Job Satisfaction will increase Employee Performance. According to the research results are known *Job Satisfaction* has a significant effect on *Employee Performance*. This means that *Job Satisfaction* has a significant influence in increasing *Employee Performance*. The findings in this study are the same as the findings recent research which proves direct testing between job satisfaction and employee performance shows a significant and positive effect [3].

The Influence of Work Life Balance on Employee Performance through Job Satisfaction mediation

From the results of the study it was found that the relationship between *Work Life Balance* and *Employee Performance* by mediating Job Satisfaction is significant because the statistical T value is 15.454 which means greater than 1.96. In addition, it was also found that the relationship has a positive direction so that it can be stated that the better the *Work Life Balance* and Job Satisfaction, the better the *Employee Performance* will be. According to the research results are known *Work Life Balance* has a significant effect on *Employee Performance* from Job Satisfaction mediation . It means *Work Life Balance* and Job Satisfaction provide a significant influence in improving *Employee Performance*

V. CONCLUSION

Based on the results of this study it can be concluded that 1) there is positive significant influence *Work Life Balance* to *Job Satisfaction* , 2) There is a significant positive effect *Work Life Balance* to *Employee Performance* and 3) There is positive significant influence *Job Satisfaction* to *Employee Performance* at a *Property Development Company* in Surabaya . 4) there is positive significant influence *Work Life Balance* to *Employee Performance* through Job Satisfaction mediation . The strategy that can be done is to provide a counseling section at the company so that it becomes a means for employees to voice their grievances. In addition, it can provide bonuses or other things that can make employees satisfied with the work done.

Suggestions from the results of this study are: 1) Researchers expect parties from *Property Development Companies* in Surabaya to improve *Work Life Balance* towards satisfaction work and performance employee . 2) For future research with the same topic is suggested use variables others who have influence to performance employee .

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