



## The Roles of Family-Supportive Supervisor Behaviour, Work-Life Balance, Job Satisfaction, Motivation, and Job Performance Among Married Private Employees

Rani MAHARANI, Abdul HAEBA RAMLI

### ABSTRACT

**Aim** - This study investigates the effect of Family-Supportive Supervisor Behaviour (FSSB), work-life balance, job satisfaction, motivation, and job performance among married private employees in Indonesia.

**Methodology** - Data collection was carried out online using Google form. This study used a sample of 206 private employees who were married and worked for at least 3 years in Indonesia. Data was analysed using Structural Equational Model (SEM) with Lisrel 8.80 software.

**Findings** - The result showed that FSBB, job satisfaction, and motivation, have a positive effect on job performance. FSSB also has a positive effect on motivation. Work-life balance and motivation also positively influence job satisfaction. Another finding showed that work-life balance has no effect on the performance of married private employees. Based on testing the indirect relationship, there are two mediating roles whose results are significant, namely motivation mediates the relationship between FSSB on job performance. In addition, job satisfaction mediates the relationship between motivation and job performance.

**Limitations** - This research still has some limitations that need to be improved in the future. First, the survey only focuses on private sector employees. Second, this study uses respondents who are private employees, married, but limited to a minimum working period of 3 years and a minimum education of bachelor's degrees. Third, based on regional distribution, most of the respondents work on the island of Java, especially in the Greater Jakarta area. Fourth, the variables used in this study only focus on five variables, namely FSSB, work-life balance, motivation, job satisfaction, and performance.

**Originality/value** - The study contributes to literature that the family-supportive supervisor behaviours can increase motivation and job performance especially for among private employees who are married. When motivation increases, it affects satisfaction and job performance. Companies can also implement a work-life balance as an effort to increase job satisfaction.

### KEY WORDS

Family Supportive Supervisor Behaviour, Work-Life Balance, Motivation, Job Satisfaction, Job Performance

JEL Code: J24, M14

DOI: [10.46287/PKYK4429](https://doi.org/10.46287/PKYK4429)

## 1 INTRODUCTION

In organizations, employees are the main resource for achieving organizational or company goals (Siddiqui, 2014; Pang & Lu, 2018; Nurdiansyah et al., 2020). As the main resource for the company, employees are currently experiencing many changes in terms of demographics, including an increase in working women or individuals who carry out multiple roles in their lives (Crain & Stevens, 2018). In carrying out these various roles, leaders are needed who can understand or can informally assist employees so that all roles can be carried out properly, also known as family-supportive supervisor behaviours (Suharnomo & Johnpray, 2018; Han & McLean, 2020; Shi et al., 2022).

Family-supportive supervisor behaviours consist of four types of behaviours: emotional support, daily work and personal problem solving, role modelling, and recognition of the strategic importance of work and family issues (Rajahonka et al., 2022). Family-supportive supervisor behaviours from a leader can have a positive impact on employees, including influencing an increase in employee motivation, especially extrinsic motivation, and prosocial motivation (Bosch et al., 2018). In addition, superior behaviour that supports the family can strengthen the relationship between work-life balance and performance (Susanto et al., 2022).

When employees feel satisfied at work, the productivity of an organization will increase, which in turn can improve overall work performance (Mabaso & Dlamini, 2017; Ramli, 2019; Riyanto et al., 2021; Susanto et al., 2022). Good work performance can also result from a workforce that is committed and feels satisfied with aspects of their work in the organization (Onyebuchi et al., 2019). In addition, job satisfaction will also increase when a work-life balance is fulfilled, where workers feel a balance between different roles performed by an individual, namely work and family roles (Soomro et al., 2018). When work-life balance is fulfilled, this can affect employee job performance (Bataineh, 2019; Melayansari & Bhinekawati, 2020; Nurdiansyah et al., 2020; Kumari & Aithal, 2022).

Based on research references previously published by Susanto et al. (2022), this research will also examine four variables, namely family-supportive supervisor behaviours, work-life balance, job satisfaction, and job performance. However, this research will add motivational variables. Family-supportive supervisor behaviours are known to influence extrinsic and prosocial motivation, where extrinsic motivation is related to motivation that arises because of recognition from others, while prosocial motivation is related to the desire of an individual to be able to benefit others (Bosch et al., 2018). Apart from influencing motivation, the FSSB will also be tested for its relationship to performance directly. In addition, motivation will also be linked to job satisfaction and job performance, where motivation can influence both (Riyanto et al., 2021). The relationship between motivation and job satisfaction is supported by research conducted by Nurdiansyah et al. (2020). Another distinguishing factor is the difference in the object studied. The objects that will be considered in this research are private employees in Indonesia with several predetermined criteria, namely having worked for at least 3 years, having a family, and having at least bachelor's degree education. So, that the urgency of the research is related to the status of private employees in Indonesia who need family-supportive supervisor behaviours to make them feel comfortable and protected at work caused by superior support for their family conditions.

The purpose of this study was to determine the influence of family-supportive supervisor behaviour, work-life balance, job satisfaction, motivation, and job performance on married private sector employees. It is hoped that through this research, it can add references related to the relationship between the five variables. Particularly related to the role of family-supportive supervisor behaviour. Family-supportive supervisor behaviour continues to grow, especially in the last three years (Crain & Stevens, 2018a). As the literature on these variables develops, there is a critical need to understand, advance theory, broaden empirical investigations of the construct, and facilitate the practical dissemination of information regarding family-supportive supervisor behaviour variables in organizations.

## 2 LITERATURE REVIEW

### 2.1 FAMILY-SUPPORTIVE SUPERVISOR BEHAVIOUR

Family-supportive supervisor behaviour (FSSB) is leadership behaviour that supports the role of employees towards their families in terms of health, welfare, and organizational performance (Hammer et al., 2013). FSSB is also one of the informal supports from a leader that attracts attention because it can have a positive influence on work and non-work balance and work-related outcomes (Odle et al., 2012). Managers who support employees must empathize with employees' efforts to ensure work-life balance and actively encourage employees' ability to mix work and personal life to meet requirements (Crain & Stevens, 2018).

Employees who believe that their boss cares about their personal and work lives are more likely to improve performance and meet supervisory goals (Rofcanin et al., 2018). There are four types of behaviour

in FSSB: (1) emotional support; (2) daily work and personal problem solving; (3) role modelling; and (4) recognition of the strategic importance of work and family problems, also known as proactive and creative work-family management (Rajahonka et al., 2022).

## 2.2 WORK-LIFE BALANCE

Work-life balance has six conceptualizations: multiple roles, balance in various roles, satisfaction between various roles, fulfilment between various roles, the relationship between conflict and facilitation, and perceived control between several roles (Kalliath & Brough, 2008). When associated with these multiple roles, work-life balance can be defined as a balance between several roles that are different from each other for an individual, namely the role of work and the role of family, which can provide satisfaction for life (Soomro et al., 2018) (Soomro et al., 2018). The concept of balance in question includes happiness, free time, family, ambition, and career, accompanied by spiritual activity, in creating a balance between personal life and work (Sukmayuda & Kustiawan, 2022).

The dual roles both at work and in the family that must be carried out by an employee make employees demand a work-life balance from the organization (Abdirahman et al., 2020). This demand is closely related to the increase in partners who have similar dual careers, responsibilities to family and dependents, or the desire that employees want to spend more time with friends or enjoy leisure time (Bataneh, 2019), 2019). Based on this, the organization has increased its focus on implementing work-life balance policies to increase employee retention (Chaudhuri et al., 2020). Work-life balance policies refer to organizational needs to ensure that employees have sufficient time to fulfil family and work responsibilities (Abdirahman et al., 2020).

## 2.3 JOB SATISFACTION

Work is an important aspect of an individual's life that can take up a lot of personal and professional time when compared to other activities (Ali, 2016). Positive and conducive behaviour towards the work of an employee can indicate that the employee is satisfied with their work (Armstrong, 2016). Job satisfaction can be defined as employees' feelings of liking or disliking things related to their work (Onyebuchi et al., 2019). Another definition states that job satisfaction is positive or negative work behaviour, which consists of cognitive components (knowledge, evaluative judgments, and opinions about work), affective components (emotions and feelings about work), and behavioural components (manifestations of employee actions to do the job) (Paliga et al., 2022).

Satisfaction for an employee can be shown through the level of satisfaction or pleasure obtained by the employee because of their evaluation of the work he has done, or the work experience the employee has had (Ramli, 2019). In addition, job satisfaction can also result from the perception that a person's work fulfils their physical and psychological demands (Charka et al., 2022).

## 2.4 MOTIVATION

Motivation can be understood as an impulse that appears within a person, consciously or unconsciously, and calls for action with a specific purpose (Dal Forno & Merlone, 2010). When it comes to an employee, it is widely believed that a motivated employee can provide higher results and lead to the successful completion of projects and tasks (Lazarova, 2020). In most cases, motivation comes from some need that leads to behavior that can generate several types of rewards (extrinsic and intrinsic) when these needs are met (Taylor & Alla, 2016). Intrinsic rewards come from within the individual, while extrinsic rewards are related to awards given by others (Shanks, 2007). In the publication Bosch et al. (2018), motivation is divided into three categories: intrinsic, extrinsic, and prosocial motivation (employees' desire to provide welfare for others), but in this publication only extrinsic and prosocial motivation are explained further.

Motivation is an important indicator for an employee to be enthusiastic and increase their determination to complete work so that personal involvement and consistency with the goals set can be achieved

(Malkoc & Dal, 2021). The presence of motivation is expected to stimulate behavior and move it in a way that benefits the organization (As'ad & Fridiyanto, 2021). Therefore, motivation in management is used to ensure that employees can use the available energy to be effective and productive in business (Charka et al., 2022).

## 2.5 JOB PERFORMANCE

Job performance is the expertise of employees in carrying out their duties in a way that helps the organization achieve its goals (Sonnentag et al., 2008). Job performance refers to the employee's relationship with activities and tasks that are carried out effectively and efficiently so that it can determine how much the employee's contribution is to the organization (Abualoush et al., 2018). Based on this explanation, organizations need high-performing employees to be able to achieve company goals, vision, and mission and gain a competitive advantage (Thevanes & Mangaleswaran, 2018).

The success of a company is directly related to the job performance of an employee and must be considered as an important aspect that can support the company in achieving its goals (Melayansari & Bhinekawati, 2020). Employee job performance is considered a parameter of the employee profession, where the output received by workers can be done fairly (Nurdiansyah et al., 2020). Therefore, job performance is an indicator of an employee's ability to fulfil the requirements of a particular job (Unguren & Arslan, 2021).

## 3 RELATIONSHIP BETWEEN CONCEPTS

### 3.1 RELATIONSHIP OF WORK-LIFE BALANCE AND JOB SATISFACTION

Work-life balance has a role in job satisfaction, and an increased work-life balance can play an important role in overcoming the low level of job satisfaction of an employee (Jackson & Fransman, 2018). Work-life balance is also considered to have an important impact on life satisfaction and job satisfaction, and an increase in work-life balance has positive implications for increasing life satisfaction and job satisfaction (Znidaršič & Marič, 2021). The concept of work-life balance can be accepted as a positive sign where employees can be closer to their families so that employee job satisfaction increases (Unguren & Arslan, 2021).

Empirical results show that a good work-life balance can increase the job satisfaction of telecommunications workers supporting partner companies in Indonesia (Erwin et al., 2019). It is also hypothesized that work-life balance can increase job satisfaction among interviewed workers who are continuing their education in Banten Province (Sukmayuda & Kustiawan, 2022). In addition, the balance between life and work also affects job satisfaction for employees of small and medium enterprises (Susanto et al., 2022). Thus, this study formulates the following hypothesis:

H1. Work-life balance has a positive effect on job satisfaction.

### 3.2 RELATIONSHIP OF WORK-LIFE BALANCE AND JOB PERFORMANCE

Better work-life balance in a company can led to increased employee performance (Abdirahman et al., 2020). Employees who have a balance between work and personal life responsibilities are considered more likely to develop a sense of loyalty to their company and can perform better at work (Melayansari & Bhinekawati, 2020).

In the context of the relationship between work-life balance and job performance, the results of the study show that work-life balance is classified as an important element in human resources management (HRM), which can affect the job performance of employees in the banking industry in Sri Lanka (Thevanes & Mangaleswaran, 2018). Work-life balance also has a positive impact on the loyalty and job performance of female employees who work in Greater Jakarta Indonesia (Melayansari & Bhinekawati, 2020). Other research also shows that all the independent variables, namely work-life balance, job satisfaction, and commitment to the organization, are positively correlated with the dependent variable, namely the job

performance of administrative staff at the University of North Malaysia (Abdirahman et al., 2020). In addition, the effect of work-life balance on job performance was also shown in a study of employees of small and medium enterprises (Susanto et al., 2022). Thus, this study formulates the following hypothesis:

H2: Work-life balance has a positive effect on job performance.

### **3.3 RELATIONSHIP OF JOB SATISFACTION AND JOB PERFORMANCE**

Employees who feel satisfied with their work are very valuable to the organization because they can work better so that they can contribute to the overall goals and success of the organization (Shmailan, 2016). Job satisfaction is considered to have intrinsic and extrinsic elements, and employees with high job satisfaction are motivated to work harder so they can work better (Abdirahman et al., 2020).

A survey of 400 lecturers at public and private universities in Thailand showed that job satisfaction has a positive impact on employee engagement and job performance (Pongton & Suntrayuth, 2019). Various surveys with different respondents also show the same thing. In other words, there is a correlation between job satisfaction and job performance, with high job satisfaction leading to better performance for employees (Widarto & Anindita, 2018; Ramli, 2019; Sidabutar et al., 2020; Nurdiansyah et al., 2020; Imran et al., 2020; Ridlwan et al., 2021). Thus, this study formulates the following hypothesis:

H3: Job satisfaction has a positive effect on job performance.

### **3.4 RELATIONSHIP OF MOTIVATION AND JOB PERFORMANCE**

For highly motivated employees, performance increases linearly (Rosita & Syah, 2019). Organizational management must motivate employees both intrinsically and extrinsically to maximize job performance (Kumari et al., 2021). Regarding the relationship between motivation and job performance, empirical results on information technology employee objects show that motivation has a positive effect on achievement (Riyanto et al., 2021). Other empirical data provide the same results for employee objects in management positions in telecommunications companies (Hanafi & Syah, 2021). A study of South Sumatra ESDM Office employees showed positive and significant results related to work motivation (Charka et al., 2022). Thus, this study formulates the following hypothesis:

H4: Motivation has a positive effect on job performance.

### **3.5 RELATIONSHIP OF MOTIVATION AND JOB SATISFACTION**

A manager's ability to influence employees can lead to a positive psychological state for employees when working for a company (Nurdiansyah et al., 2020). Employee behavior and emotions are influenced by motivation and job satisfaction (Pang & Lu, 2018). A study conducted on Bank Rakyat Indonesia employees showed that work motivation has a significant positive impact on job satisfaction (Nurdiansyah et al., 2020). Another study conducted on 150 employees showed similar results (Sidabutar et al., 2020). Furthermore, the relationship between motivation and job satisfaction was also confirmed in research on employees of the Department of Energy and Mineral Resources, South Sumatra, which found that motivation can contribute to fluctuations in employee job satisfaction (Charka et al., 2022). Thus, this study formulates the following hypothesis:

H5: Motivation has a positive effect on job satisfaction.

### **3.6 RELATIONSHIP OF FAMILY-SUPPORTIVE SUPERVISOR BEHAVIOUR AND MOTIVATION**

A leader's decisions and actions can affect a person's satisfaction and motivation, so a leader must understand different personality types and realize that different techniques work differently for each employee (Lazarova, 2020). Based on research that examines the relationship between family-supportive supervisor behavior (FSSB) and individual prosocial and extrinsic motivation at work, covering research areas in four countries, namely Brazil, Kenya, the Netherlands, and the Philippines, the results show that

FSSB has a positive relationship with prosocial and extrinsic motivation (Bosch et al., 2018). The positive impact of FSSB on prosocial and extrinsic motivation applies across cultures (Shen et al., 2022). Thus, this study formulates the following hypothesis:

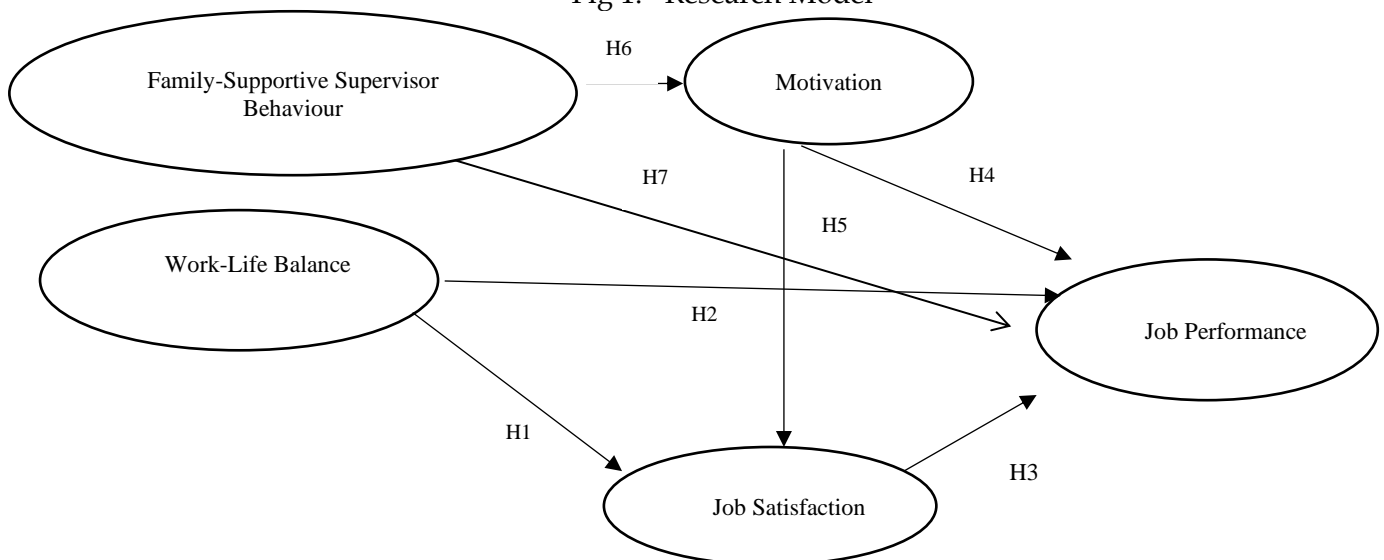
H6: Family-supportive supervisor behavior has a positive effect on motivation.

### 3.7 RELATIONSHIP OF FAMILY-SUPPORTIVE SUPERVISOR BEHAVIOUR AND JOB PERFORMANCE

Family-supportive supervisor behavior (FSSB) is very important for work-life balance and the achievement of organizational goals (García et al., 2018). Employees who believe that their boss cares about their personal and professional lives are more likely to improve their job performance and meet control objectives (Rajahonka et al., 2022; Rofcanin et al., 2018). Research conducted on employees of small and medium enterprises showed that family-supportive supervisor behavior strengthens the relationship between work-life balance and job performance (Susanto et al., 2022). In research conducted in three countries, namely Brazil, Chile, and Ecuador, it was found that the FSSB is associated with increased performance in these three countries, so organizations in Latin America must train supervisors to improve their FSSB, especially in countries with high levels of unemployment and low social spending (Manfredo et al., 2006). Thus, this study formulates the following hypothesis:

H7: Family-supportive supervisor behavior has a positive effect on job performance.

Fig 1. Research Model



## 4 METHODOLOGY

Quantitative measurements are carried out through data collected by online survey methods using Google Forms. The measurement scale used is the Likert scale. The topic to be analysed in this research is the influence of family-supportive supervisory behaviours, work-life balance, job satisfaction, motivation, and performance on married private employees. Statements related to each variable refer to previous studies. The statement adopted from Susanto et al. (2022) for measuring work-life balance, job satisfaction, and job performance variables. There are three statements related to work-life balance that generally discuss the availability of free time that an employee has for family and friends, taking care of personal matters, and fulfilling personal interests. In the job satisfaction variable, there are five statements that discuss job roles and the feelings felt by each individual employee when doing their current job. In the performance variable, there are six statements that link personal judgments regarding the fulfilment of competence, responsibility, and ability to complete tasks and contribute positively to the division or department.

Statements regarding family-supportive supervisor behaviours and motivation are adopted from (Bosch et al., 2018). There are four statements in the measurement of the family-supportive supervisory

behaviours variable that generally link the behaviour of superiors who support employees in work and non-work matters, which include comfort in discussing, handling, and solving problems as well as organizing work to mutually benefit employees and the company. For the motivation variable, there are four statements that related to prosocial motivation indicators.

Purposive sampling is the sampling method used in this study. Based on Hardani et al. (2020), purposive sampling is considered to have one main characteristic, namely that the sample is specifically selected according to the research objectives, where the writer determines the target respondents. The author uses several sample criteria, namely: (1) private employees working in Indonesia; (2) having worked for at least 3 years in the company; (3) being willing and easy to get; (4) already married; and (5) having an education of at least bachelor's degree.

The research was carried out quantitatively using the SEM (Structural Equation Model) method with validity, reliability, and the hypothesis testing was tested using Lisrel 8.80 software. In the validity and reliability test, 22 indicators were declared valid. Initial validity and reliability tests were tested by looking at the outer loading and average variance extracted (AVE) indicators. Indicators fall into the valid category if the outer loading value is  $> 0.7$  and the AVE is  $> 0.5$  (Hair et al., 2017). The reliability test shows a composite reliability (CR) value of  $> 0.7$  and Cronbach's alpha (CA)  $> 0.7$ , so all of them are declared reliable. Based on this explanation, the total number of indicators used in hypothesis testing is 22 statement indicators. The sample size is at least 5 to 10 times the total indicators used in the research method (Hair et al., 2017). Therefore, the required sample is at least 110 to 220 respondents. From this population, a sample of 206 respondents was drawn so that the minimum requirement of 110 respondents was met. Data collection was carried out from January to May 2023.

## 5 RESULTS

In this study, the sample consisted of 7 respondents with criteria consisting of gender, marital status, age, total number of children, education, tenure, and work location. In this step, we use a cross-tabulation analysis to find out the distribution of the characteristics of the respondents who participated in the study.

Table 1. Profile of Respondents Based on Demographic Characteristics

Respondents	Frequency	Percent (%)
<b>Gender</b>		
Male	106	51.5%
Female	100	48.5%
<b>Marital Status</b>		
Married	206	100%
<b>Age (years)</b>		
21-30	87	42.2%
31-40	82	39.8%
41-50	33	16%
51-60	3	1.5%
> 60	1	0.5%
<b>Children</b>		
0	42	20.4%
1	80	38.8%
2	61	29.6%
3	19	9.2%
4	4	1.9%
$\geq 5$	0	0%
<b>Education</b>		
Bachelor's degree	181	87.9%
Master's degree	25	12.1%
Postgraduate degree	0	0%
<b>Tenure (years)</b>		
3	46	22.3%
4	9	4.4%
5	15	7.3%

Between 5-10	76	36.9%
≥10	60	29.1%
<b>Work Location</b>		
Java Island (Greater Jakarta Indonesia)	173	84%
Java Island (Non-Greater Jakarta Indonesia)	18	8.7%
Sumatera Island	13	6.3%
Kalimantan Island	6	2.9%
Nusa Tenggara Island	1	0.5%
Bali Island	2	1%
Sulawesi Island	0	0%
Maluku and Papua Island	0	0%

source: own research

Testing the validity of the instrument in this study used Lisrel 8.80 software. The loading factor value must be more from 0.7 for confirmatory research and loading factor values between 0.6-0.7 for those that are exploratory are still acceptable as well as the VE (Variance Extracted) value must be greater than 0.5 (Hair et al., 2014).

Table 2. Instrument Quality Test

Variables/ Indicators	Standardized Factor Loading
<b>Family-Supportive Supervisor Behaviour (CR: 0.932 ≥ 0.7; VE: 0.774 ≥ 0.5)</b>	
My supervisor makes me feel comfortable talking to him/her about my conflict between work and non-work.	0.820
My supervisor demonstrates effective behaviours in how to juggle work and non-work issues.	0.950
My supervisor works effectively with employees to creatively solve conflict between work and non-work.	0.930
My supervisor organizes the work in my department or unit to jointly benefit employees and the company.	0.810
<b>Work-Life Balance (CR: 0.884 ≥ 0.7; VE: 0.721 ≥ 0.5)</b>	
I have enough time for my family and friends.	0.710
I have enough time to carry out personal matters.	0.880
I have enough time to fulfil my personal interest.	0.940
<b>Job Satisfaction (CR: 0.906 ≥ 0.7; VE: 0.659 ≥ 0.5)</b>	
My job is like a hobby for to me.	0.710
My job is usually interesting enough to keep me from getting bored.	0.810
I feel that I am happier in my work than most other people.	0.850
I like my job better than the average worker does.	0.820
I find real enjoyment in my work.	0.860
<b>Motivation (CR: 0.901 ≥ 0.7; VE: 0.694 ≥ 0.5)</b>	
Because I care about benefiting others through my work.	0.790
Because I want to have a positive impact on others.	0.850
Because I want to help others through my work.	0.880
Because it is important to me to do good to others through my work.	0.810
<b>Job Performance (CR: 0.883 ≥ 0.7; VE: 0.602 ≥ 0.5)</b>	
I meet formal performance requirements of the job.	0.700
I fulfil responsibilities specified in the job description.	0.810
I engage in activities that can positively affect my performance evaluation.	0.850
I perform tasks that are expected of me.	0.780
I can make constructive suggestions to the overall functioning of my work group.	0.730

source: own research

Table 2 shows that the value of loading factor is greater than 0.7, so it can be said that it is valid. In the reliability test, the value of variance extracted is greater than 0.5, and the value of construct reliability is greater than 0.7, so it can be said that it is reliable.



After analysing the outer model (measurement model), the next step is to analyse the inner model (structural model). Structural model analysis was performed using Lisrel 8.80 software. Based on the standardized solution output, the outer loading value was  $> 0.7$  on the 22 indicators used. Based on the fit model assessment, several tests were carried out, namely GFI (goodness fit index), RMSEA (root mean square error of approximation), CFI (comparative fit index), AGFI (adjusted goodness of fit), and NFI (normal fit index). The goodness of fit index is a model suitability index that is often proposed as a reference for assessing model fit. RMSEA is the residue contained in the model. The CFI (Comparative Fit Index) value is a comparison value of the model compared with the ideal model. AGFI (adjusted goodness of fit) is a fit index criterion for the development of GFI adjusted for the ratio of the degree of freedom for the proposed model to the degree of freedom for the null model. The NFI (Normed Fit Index) is a comparison of the proposed model with the null model. The results of the fit model assessment can be seen in Table 3. From these outputs on Table 3, it can be concluded that the research model is classified as a close-fit research model (based on RMSEA), good-fit (based on two indicators, namely CFI, and NFI) and marginal-fit (based on two indicators, namely AGFI and GFI).

Table 3. Model Fit Assessment

Research Aspects	Criteria	Conclusion	Kesimpulan
GFI	GFI 0: <i>poor fit</i> GFI 1: <i>perfect fit</i> GFI $\geq 0,90$ : <i>good fit</i> $0,80 \leq \text{GFI} < 0,90$ : <i>marginal fit</i>	0,89	<i>Marginal fit</i>
RMSEA	RMSEA $\leq 0,05$ : <i>close fit</i> $0,05 < \text{RMSEA} \leq 0,08$ : <i>good fit</i> $0,08 < \text{RMSEA} \leq 0,10$ : <i>marginal fit</i> RMSEA $> 0,10$ : <i>poor fit</i> .	0,049	<i>Close fit</i>
CFI	CFI $\geq 0,90$ : <i>good fit</i>	0,99	<i>Good fit</i>
AGFI	AGFI $\geq 0,90$ : <i>good fit</i>	0,85	<i>Marginal fit</i>
NFI	NFI $\geq 0,90$ : <i>good fit</i>	0,97	<i>Good fit</i>

source: own research

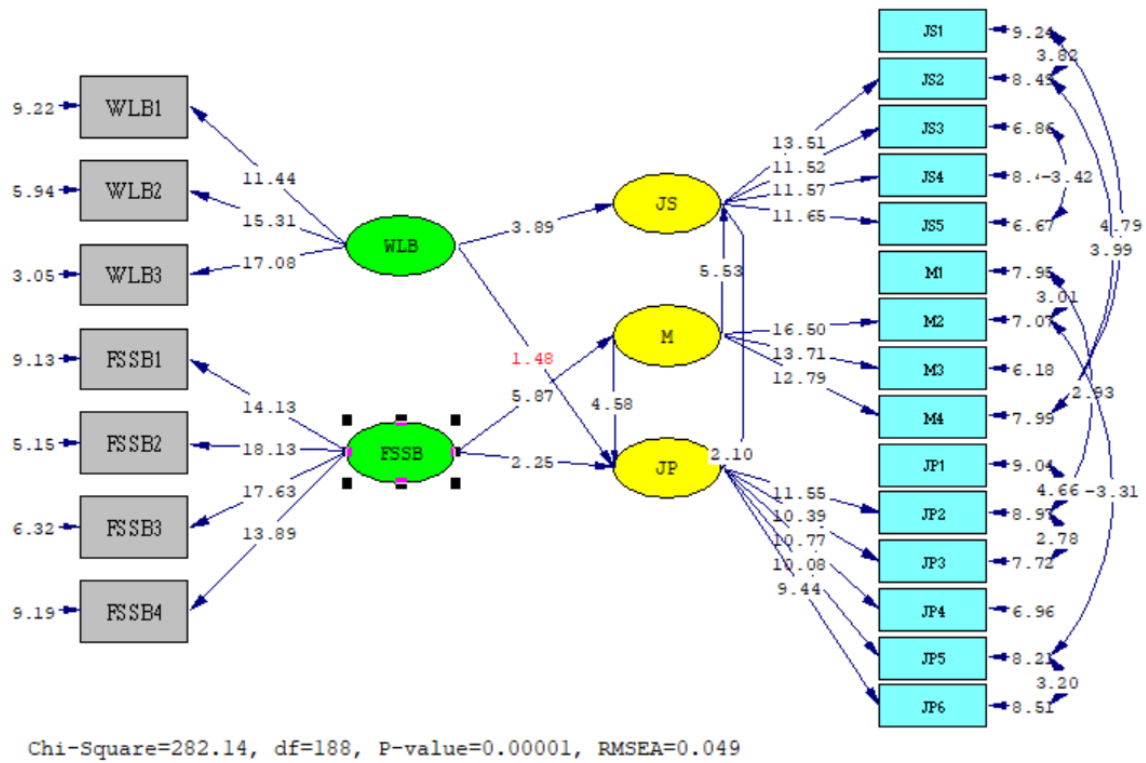
Table 4. Research Model Hypothesis Test Results

Hypothesis	Hypothesis Statements	T-Values ( $> 1,96$ )	Results
H1	Work-life balance has a positive effect on job satisfaction.	3,89	Accepted
H2	Work-life balance has a positive effect on job performance.	1,48	Rejected
H3	Job satisfaction has a positive effect on job performance.	2,10	Accepted
H4	Motivation has a positive effect on job performance.	4,58	Accepted
H5	Motivation has a positive effect on job satisfaction.	5,53	Accepted
H6	Family-supportive supervisor has a positive effect on motivation.	5,87	Accepted
H7	Family-Supportive Supervisor has a positive effect on job performance.	2,25	Accepted

source: own research

Based on the data contained in Table 4, it shows that there are six hypotheses that produce data that supports them, while one other hypothesis produces data that does not support them because it has a t-value of less than 1.96, namely the relationship between work-life balance and performance. In addition to the seven hypotheses, an indirect relationship between variables was also tested. There are two mediating roles that produce a positive relationship: motivation significantly mediates the relationship between FSSB and performance with a t-value of 4.52, and job satisfaction also mediates a significant relationship between motivation and performance with a t-value of 2.10.

Fig 2. Path Diagram T-Value



source: own research

## 6 DISCUSSION

This study aims to study the relationship between family-supportive supervisor behaviour, motivation, work-life balance, job satisfaction, and job performance, both directly and indirectly. These five variables are interesting to study, especially for married employee respondents where they have many roles in their lives. The world is changing rapidly where many people are now looking for balance and meaning in their lives. Including in terms of work, they want their work to be balanced, feel interesting and meaningful, full of opportunities to learn new things, and consistent in achieving these goals (Rajahonka et al., 2022). The study shows that there is a positive relationship to the six hypotheses that were built and based on the indirect relationship resulting from the Lisrel 8.80 output, two mediating roles were obtained which played a significant role.

The total number of male respondents involved in this research was slightly more than female respondents. This shows that male respondents as heads of households certainly have greater obligations and responsibilities towards their families compared to female respondents. If we look at the age, most of the respondents are in the age range of 21-30 years and 31-40 years, this shows that people aged 21-30 years and 31-40 years tend to be new families who are still very committed to serving their family's needs. Based on work location, most respondents work in the Java Island region, especially Greater Jakarta. The location profile of these respondents shows that Greater Jakarta is the centre of the economy as well as the centre of the highest business competition in Indonesia, causing employees to be more motivated to be able to stay in their jobs to meet family needs.

This research proves that work-life balance has a positive effect on job satisfaction. Married private employees, especially those who work in Greater Jakarta, feel their job satisfaction increases when work-life balance is realized in their lives. Psychologically, a fulfilled work-life balance builds levels of satisfaction in various roles (Brough et al., 2020). Married private employees certainly have many roles in their

lives. The role as a child, as a wife or husband, as a mother or father, as part of society or as an employee certainly requires an employee to be able to divide their time between their personal life and their work life. This balance can be in the form of happiness, free time, family, ambition, or career. Companies can build working hours that comply with regulations but avoid increasing working hours if there is no urgent matter. This includes not discussing work outside working hours. This is one of the efforts that management can take so that employees can remain focused on their personal lives when they are not working hours, so that work-life balance can be established and ultimately increase job satisfaction for married employees.

The positive influence of work-life balance on job satisfaction is not directly proportional to the role of work-life balance on job performance, especially among the respondents studied, namely married private sector employees. This finding can certainly show the meaning that even if work-life balance is not met properly, married private sector employees will still try to show good performance. This can be caused by the many roles played by married employees, giving them a greater sense of responsibility to be able to perform better in the Company to continue to meet their family's needs. Good performance will of course be directly or indirectly related to company policies related to welfare that will be given to employees such as salaries, bonuses, promotions, etc. so that a fulfilled work-life balance is not always directly related to improving employee performance. However, work-life balance is positively related to increasing employee job satisfaction directly.

Job satisfaction has a positive effect on the performance of married employees in the private sector. Employees who feel satisfied with their work will have positive implications for improving their performance (Widarto & Anindita, 2018; Abdirahman et al., 2020; Unguren & Arslan, 2021). Job satisfaction can be a cause of high and low employee performance. By increasing job satisfaction for married private employees, it is hoped that the Company can achieve the goals desired by the Company in obtaining good work results and producing high productivity. Employees who are satisfied with their work will have high work motivation where they will be happier doing their work, while workers who are less satisfied with their work will tend to be lazy about going to work and will not be enthusiastic about completing their work. Therefore, job satisfaction is one of the important things that needs to be stimulated by company management as an effort to improve performance.

The influence of motivation on performance produces a positive relationship. Apart from that, the influence of motivation on job satisfaction is also positively related. The results of this research are in line with much previous literature which shows that motivation influences job satisfaction and performance, where high motivation will have an impact on increasing job satisfaction and performance (Kumari et al., 2021; Riyanto et al., 2021; Hanafi & Syah, 2021; Charka et al., 2022). Based on the validity test, the motivation indicator that is declared valid is the prosocial motivation indicator. This shows that for private employees who are married, the employee's desire to provide benefits or value, have a positive impact, help, and do good for other people, especially family, can increase job satisfaction and performance of the employee. Most of the respondents involved in this research were employees who had one child. Of course, this also increases employee motivation to make the best contribution to their company. Thus, the results of this research show how important it is for a private company to pay attention to the motivation of its employees, especially those related to helping or improving the welfare of employees and their families so that reward programs related to employee families such as child scholarships, complete family health insurance, reduced income tax payments are deducted from employee salaries (taxes can be borne by the company), and recreation involving family members.

In the sixth hypothesis, family-supportive supervisor behaviour has a positive effect on motivation. This shows that if the company wants to increase employee motivation, FSSB must be considered. A supervisor and employees can try to creatively resolve conflicts between work and non-work which are felt by most employees who have families. Another example is that a company can provide a play area in the office for employees' children who are not yet school age. A leader's decisions and behaviour can influence the satisfaction and motivation of the employees that their leads so that the role of leaders who can understand the characteristics of each employee is very much needed (Lazarova, 2020). When leaders are present and can understand their employees well, especially the problems they face, this can increase employee motivation (Bosch et al., 2018).

In the seventh hypothesis, family-supportive supervisor behaviour is also positively related to increasing the performance of married private sector employees. These results certainly further strengthen the reason that management needs to start taking seriously the selection, direction, or training of people in leadership positions, whether team leaders, supervisors, superintendents, division heads or managers, to lead employees while still paying attention to life the families of the employees that their leads. For example, in times of emergency, such as when a child or parent is sick, leaders can consider accepting employee permission to do WFH (work-from home) or hospital work-form or if the employee's annual leave entitlement remains, the employee is given the freedom to use their leave rights in emergency situations. Employees can also discuss conflicts that occur between work and non-work where their leaders can try to demonstrate effective behaviour to resolve these conflicts with employees. Apart from that, a leader can also organize work in their department to jointly benefit both employees and the company. This kind of attention or concern will certainly make employees feel more comfortable working in the company so that it plays a direct role in improving the employee's performance.

There are interesting things in the output produced from Lisrel 8.80 data processing, especially regarding indirect relationships that are not included in the hypothesis, namely the role of mediation. In the output of the data processing results, two mediating roles were obtained which were significantly related. The first mediating role is that motivation mediates the relationship between FSSB and performance. The hypothesis results in the direct relationship between FSSB and performance are also stated to be significant. So, the mediating role of motivation in the relationship between FSSB and performance is partial mediation, which means that the motivation variable does not only function as a mediating variable. The second mediating role is that job satisfaction significantly mediates the relationship between motivation and performance. The direct relationship between motivation and performance was also stated to be significant, so the mediating role of job satisfaction in the relationship between these two variables was also classified as partial mediation.

## 7 CONCLUSION

Based on the research results, there are six hypotheses that form a positive association, and one hypothesis states that the data does not support it. The family-supportive supervisor behaviour (FSSB) variable as the main variable in this study shows that the entire hypothesis that is built and involves this variable produces a positive relationship where the FSSB has a positive relationship to motivation and performance. Work-life balance has a direct positive relationship to an increase in job satisfaction but does not have a positive relationship to an increase in the performance of married private employees. A work-life balance that is not positively related to performance can be a sign that the burden of life due to the many roles that must be carried out by private employees who are married requires employers to pay attention to improving their performance even though the work-life balance is not implemented properly in the company. Another result is that fluctuations in motivation have a positive impact on job satisfaction and performance. Job satisfaction is also positively related to employee performance. Another finding outside the tested hypothesis is the existence of a mediating role as an indirect relationship, which results in significant results for two relationships, namely that motivation mediates the relationship between FSSB and performance. In addition, there is a mediating role for job satisfaction in the relationship between motivation and employee performance.

This research still has some limitations that need to be improved in the future. First, the survey only focuses on private sector employees. Second, this study uses respondents who are private employees, married, but limited to a minimum working period of 3 years and a minimum education of bachelor's degrees. Third, based on regional distribution, most of the respondents work on the island of Java, especially in the Greater Jakarta area. Fourth, the variables used in this study only focus on five variables, namely FSSB, work-life balance, motivation, job satisfaction, and performance. For further research, it is suggested to try to include other variables in the research construct, such as work-family conflict and family-work conflict.

This study shows the managerial implications of corporate governance that demands superior behaviour that supports family to motivate and improve employee performance. Increased work motivation can

affect job satisfaction and employee performance. Companies must also pay attention to a good work-life balance to increase job satisfaction among employees.

## REFERENCES

- Abdirahman, H. I. H., Najeemdeen, I. S., Abidemi, B. T., & Ahmad, R. (2020). The Relationship between Job Satisfaction, Work-Life Balance and Organizational Commitment on Employee Performance. *Advances in Business Research International Journal*, 4(1), 42. <https://doi.org/10.24191/abrij.v4i1.10081>
- Abualoush, S., Masa'deh, R., Bataineh, K., & Alrowwad, A. (2018). The role of knowledge management process and intellectual capital as intermediary variables between knowledge management infrastructure and organization performance. *Interdisciplinary Journal of Information, Knowledge, and Management*, 13(September), 279-309. <https://doi.org/10.28945/4088>
- Ali, W. (2016). Understanding the concept of job satisfaction, measurements, theories and its significance in the recent organizational environment: a theoretical framework. *Archives of Business Research*, 4(1), 100-111. <https://doi.org/10.14738/abr.41.1735>
- Armstrong, M. (2016). A handbook of human resource management practice. In KOGAN PAGE. <https://doi.org/10.1007/978-3-662-44152-7>
- As'ad, & Fridiyanto. (2021). *Perilaku Organisasi Edisi Revisi*. [http://repository.uinjambi.ac.id/10929/2/Perilaku Organisasi Revisi.pdf](http://repository.uinjambi.ac.id/10929/2/Perilaku%20Organisasi%20Revisi.pdf)
- Bataineh, K. adnan. (2019). Impact of work-life balance, happiness at work, on employee performance. *International Business Research*, 12(2), 99-112. <https://doi.org/10.5539/ibr.v12n2p99>
- Bosch, M. J., Heras, M. Las, Russo, M., Rofcanin, Y., & Grau i Grau, M. (2018). How context matters: The relationship between family supportive supervisor behaviours and motivation to work moderated by gender inequality. *Journal of Business Research*, 82, 46-55. <https://doi.org/10.1016/j.jbusres.2017.08.026>
- Brough, P., Timms, C., Chan, X. W., Hawkes, A., & Rasmussen, L. (2020). Work-life balance: definitions, causes, and consequences. In *Handbook*. [https://doi.org/10.1007/978-3-030-05031-3\\_20-1](https://doi.org/10.1007/978-3-030-05031-3_20-1)
- Charka, R., AM, T., & Yamaly, F. (2022). Effect of Motivation and Competence on Millennial Job Performance and Job Satisfaction. *International Journal of Business, Management and Economics*, 3(3), 282-292. <https://doi.org/10.47747/ijbme.v3i3.788>
- Crain, T. L., & Stevens, S. C. (2018a). Family-supportive supervisor behaviors: a review and recommendations for research and practice. *Journal of Organizational Behavior*, 39(7), 869-888. <https://doi.org/10.1002/job.2320>
- Crain, T. L., & Stevens, S. C. (2018b). Family-supportive supervisor behaviors: A review and recommendations for research and practice. *Journal of Organizational Behavior*, 39(7), 1-20. <https://doi.org/10.1002/job.2320>
- Dal Forno, A., & Merlone, U. (2010). Incentives and individual motivation in supervised work groups. *European Journal of Operational Research*, 207(2), 878-885. <https://doi.org/10.1016/j.ejor.2010.05.023>
- Erwin, S., Syah, T. Y. R., Angga, N. D., & Semerdanta, P. (2019). Transformational leadership style and work life balance: the effect on employee satisfaction through employee engagement. *Russian Journal of Agricultural and Socio-Economic Sciences*, 91(7), 310-318. <https://doi.org/10.18551/rjoas.2019-07.36>
- García-Cabrera, A. M., Lucia-Casademunt, A. M., Cuéllar-Molina, D., & Padilla-Angulo, L. (2018). Negative work-family/family-work spillover and well-being across Europe in the hospitality industry: The role of perceived supervisor support. *Tourism Management Perspectives*, 26, 39-48. <https://doi.org/10.1016/j.tmp.2018.01.006>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate Data Analysis*.
- Hair Jr., J. F., Matthews, L. M., Matthews, R. L., & Sarstedt, M. (2017). PLS-SEM or CB-SEM: updated guidelines on which method to use. *International Journal of Multivariate Data Analysis*, 1(2), 107. <https://doi.org/10.1504/ijmda.2017.10008574>
- Hammer, L. B., Kossek, E. E., Bodner, T., & Crain, T. (2013). Measurement Development and Validation of the Family Supportive Supervisor Behavior Short-Form (FSSB-SF). *J Occup Health Psychol*, 18(3), 285-296. <https://doi.org/10.1037/a0032612>

- Han, S. J., & McLean, G. N. (2020). Effects of family-supportive supervisor behaviors and organizational climate on employees. *European Journal of Training and Development*, 44(6-7), 659-674. <https://doi.org/10.1108/EJTD-12-2019-0195>
- Hanafi, K. M., & Syah, T. Y. R. (2021). The moderating role of demographic factors in the relationship among job satisfaction, work environment, work motivation to employee performance. *Jurnal Dinamika Manajemen*, 12(1), 12-28. <https://doi.org/10.15294/jdm.v10i1.17359>
- Hardani, Andriani, H., Ustiawaty, J., Utami, E. F., Istiqomah, R. R., Fardani, R. A., Sukmana, D. J., & Auliya, N. H. (2020). *Buku Metode Penelitian Kualitatif & Kuantitatif*.
- Imran, B., Arvian, D., & Ramli, A. H. (2020). Work life balance effect (case investigation on PT PJB power plant maintenance unit). 151(Icmae), 68-71. <https://doi.org/10.2991/aebmr.k.200915.017>
- Jackson, L. T. B., & Fransman, E. I. (2018). Flexi work, financial well-being, work-life balance and their effects on subjective experiences of productivity and job satisfaction of females in an institution of higher learning. *South African Journal of Economic and Management Sciences*, 21(1), 1-13. <https://doi.org/10.4102/sajems.v21i1.1487>
- Kalliath, T., & Brough, P. (2008). Work-life balance: A review of the meaning of the balance construct. *Journal of Management and Organization*, 14(3), 323-327. <https://doi.org/10.5172/jmo.837.14.3.323>
- Kumari, K., Ali, S. B., Khan, N. un N., & Abbas, J. (2021). Examining the Role of Motivation and Reward in Employees' Job Performance through Mediating Effect of Job Satisfaction: An Empirical Evidence. *International Journal of Organizational Leadership*, 10(November), 401-420.
- Kumari, P., & Aithal, P. S. (2022). Impact of emotional labour, work-life balance, and job satisfaction on cabin crews' job performance. *International Journal of Management, Technology, and Social Sciences*, 7(2), 225-240. <https://doi.org/10.47992/ijmts.2581.6012.0217>
- Lazarova, T. (2020). Leadership and Motivation. XIV. IBANESS Congress Series on Economics, Business and Management - Plovdiv / Bulgaria, September, 848-855. [https://www.researchgate.net/publication/348962215\\_Leadership\\_and\\_Motivation](https://www.researchgate.net/publication/348962215_Leadership_and_Motivation)
- Mabaso, C. M., & Dlamini, B. I. (2017). Impact of compensation and benefits on job satisfaction. *Research Journal of Business Management*, 11(2), 80-90. <https://doi.org/10.3923/rjbm.2017.80.90>
- Malkoc, N., & Dal, S. (2021). The relationship between management styles and trainers' job motivation in the public institutions. *International Journal of Evaluation and Research in Education*, 10(1), 108-114. <https://doi.org/10.11591/ijere.v10i1.20816>
- Manfredo, M. R., Richards, T. J., Couderc, J.-P., & Marchini, A. (2006). How national context moderates the impact of family-supportive supervisory behavior on job performance and turnover intentions. *Management Research: Journal of the Iberoamerican Academy of Management Agricultural Finance Review Iss International Journal of Wine Business Research Iss Gabriel J. Power Agricultural Finance Review*, 4(1), 99-112. <http://dx.doi.org/10.2753/JMR1536-5433040202%5Cnhttp://dx.doi.org/10.1108/00214660780001211%5Cnhttp://dx.doi.org/10.1108/17511061111163069%5Cnhttp://dx.doi.org/10.1108/00021461211222123>
- Melayansari, M., & Bhinekawati, R. (2020). The impact of work-balance on employee performance mediated by employee loyalty (lessons from female employees working in international environment in Greater Jakarta, Indonesia). *Economics, Business and Management Research*, 132(AICMaR 2019), 113-118. <https://doi.org/10.2991/aebmr.k.200331.025>
- Nurdiansyah, R., Mariam, S., Ameido, M. A., & Ramli, A. H. (2020). Work motivation, job satisfaction and employee performance. *Business and Entrepreneurial Review*, 20(2), 153-162. <https://doi.org/10.25105/ber.v20i2.8006>
- Odle-Dusseau, H. N., Britt, T. W., & Greene-Shortridge, T. M. (2012). Organizational work-family resources as predictors of job performance and attitudes: The process of work-family conflict and enrichment. *Journal of Occupational Health Psychology*, 17(1), 28-40. <https://doi.org/10.1037/a0026428>
- Onyebuchi, O., Obibhunun, L., & Omah, O. (2019). Impact of employee job satisfaction on organizational performance. *Academic Journal of Current Research*, 6(12), 6-12. [https://www.researchgate.net/publication/338805548\\_Impact\\_of\\_Employee\\_Job\\_Satisfaction\\_on\\_Organizational\\_Performance#:~:text=It notes that job satisfaction,negative attitudes about the job.](https://www.researchgate.net/publication/338805548_Impact_of_Employee_Job_Satisfaction_on_Organizational_Performance#:~:text=It notes that job satisfaction,negative attitudes about the job.)
- Paliga, M., Kozusznik, B., Pollak, A., & Sanecka, E. (2022). The relationships of psychological capital and

- influence regulation with job satisfaction and job performance. *PLoS ONE*, 17(9 August), 1–20. <https://doi.org/10.1371/journal.pone.0272412>
- Pang, K., & Lu, C. S. (2018). Organizational motivation, employee job satisfaction and organizational performance: An empirical study of container shipping companies in Taiwan. *Maritime Business Review*, 3(1), 36–52. <https://doi.org/10.1108/MABR-03-2018-0007>
- Pongton, P., & Suntrayuth, S. (2019). Communication Satisfaction, Employee Engagment, Job Satisfaction, and Job Performance in Higher Education Institutions. *ABAC Journal*, 39(3), 90–110.
- Rajahonka, M., Kwiarkowska-Ciotucha, D., Timmers, M., Zaluska, U., Villman, K., Lengeler, V., & Gielens, T. (2022). *Working Women in the Sandwich Generation*.
- Ramli, A. H. (2019). Work environment, job satisfaction and employee performance in health services. *Business and Entrepreneurial Review*, 19(1), 29–42. <https://doi.org/10.25105/ber.v19i1.5343>
- Ridlwani, M., Purwandari, D. A., & Syah, T. Y. R. (2021). The effect of situational leadership and organizational culture on employee performance through job satisfaction. *International Journal of Multicultural and Multireligious Understanding*, 8(3), 73. <https://doi.org/10.18415/ijmmu.v8i3.2378>
- Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*, 19(3), 162–174. [https://doi.org/10.21511/ppm.19\(3\).2021.14](https://doi.org/10.21511/ppm.19(3).2021.14)
- Rofcanin, Y., de Jong, J. P., Heras, M. Las, & Kim, S. (2018). The moderating role of prosocial motivation on the association between family-supportive supervisor behaviours and employee outcomes. *Journal of Vocational Behavior*, 107(April), 153–167. <https://doi.org/10.1016/j.jvb.2018.04.001>
- Rosita, & Syah, T. Y. R. (2019). The effect of burnout, work experience, and work motivation on employee performance with emotional intelligence as variable moderation. *Journal of Business Studies*, 4(1), 67–81. <http://journal.uta45jakarta.ac.id/index.php/jbsuta/article/view/183>
- Shanks, N. H. (2007). Management and motivation. In *Jones and Bartlett Publishers*. [https://samples.jblearning.com/076373473x/3473x\\_ch02\\_4759.pdf](https://samples.jblearning.com/076373473x/3473x_ch02_4759.pdf)
- Shen, C., Liu, R., Yang, J., Hu, S., & He, P. (2022). How Family Supportive Supervisor Behaviors Enhance Employees' Work-Family Enrichment? Thriving at Work as Mediator and Intrinsic Motivation as Moderator. *Psychology Research and Behavior Management*, 15(October), 3133–3146. <https://doi.org/10.2147/PRBM.S379000>
- Shi, Y., Xie, J., Zhou, Z. E., Tang, H., & Ma, H. (2022). Family supportive supervisor behaviors and work engagement: A social information processing perspective. *Current Psychology*, 41(1), 347–359. <https://doi.org/10.1007/s12144-019-00574-6>
- Shmailan, A. S. B. (2016). The relationship between job satisfaction, job performance and employee engagement: An explorative study. *Issues in Business Management and Economics*, 4(1), 1–8.
- Sidabutar, E., Syah, T. Y. R., & Anindita, R. (2020). The impact of compensation, motivation, and job satisfaction on employee performance. *Journal of Multidisciplinary Academic*, 4(1). <https://www.kemalapublisher.com/index.php/JoMA/article/view/420>
- Siddiqui, M. N. (2014). Success of an Organization is a result of Employees Performance. *Advances in Social Sciences Research Journal*, 1(4), 179–201. <https://doi.org/10.14738/assrj.14.280>
- Sonnentag, S., Volmer, J., & Spychala, A. (2008). Job performance. *The SAGE Handbook of Organizational Behavior: Volume I - Micro Approaches*, 1(January), 427–447. <https://doi.org/10.4135/9781849200448.n24>
- Soomro, A. A., Breitenecker, R. J., & Shah, S. A. M. (2018). Relation of work-life balance, work-family conflict, and family-work conflict with the employee performance-moderating role of job satisfaction. *South Asian Journal of Business Studies*, 7(1), 129–146. <https://doi.org/10.1108/SAJBS-02-2017-0018>
- Suharnomo, & Johnpray, P. R. (2018). The impact of work-family supportive supervisors on job involvement and job satisfaction with career competencies as an intervening variable. *E3S Web of Conferences*, 31, 0–7. <https://doi.org/10.1051/e3sconf/20183111004>
- Sukmayuda, B. C., & Kustiawan, U. (2022). The effect of workplace empowerment, quality of work-life, work-life balance, organizational citizenship behavior on job satisfaction. *International Journal of Demos*, 4(1), 161–175. <https://hk-publishing.id/ijd-demos/article/view/182>

- Susanto, P., Hoque, M. E., Jannat, T., Emely, B., Zona, M. A., & Islam, M. A. (2022). Work-life balance, job satisfaction, and job performance of SMEs employees: the moderating role of family-supportive supervisor behaviors. *Frontiers in Psychology*, 13(June), 1–12. <https://doi.org/10.3389/fpsyg.2022.906876>
- Taylor, A. K., & Alla, S. (2016). Influence of reward systems on motivation-pros and cons based on current literature. *American Society for Engineering Management*. <https://www.researchgate.net/publication/335353132%0AINFLUENCE>
- Thevanes, N., & Mangaleswaran.T. (2018). Relationship between Work-Life Balance and Job Performance of Employees. *IOSR Journal of Business and Management*, 20(5), 11–16. <https://doi.org/10.9790/487X-2005011116>
- Unguren, E., & Arslan, S. (2021). The effect of role ambiguity and role conflict on job performance in the hotel industry: The mediating effect of job satisfaction. *Tourism and Management Studies*, 17(1), 45–58. <https://doi.org/10.18089/TMS.2021.170104>
- Widarto, I., & Anindita, R. (2018). Analysis of the effect of motivation, job satisfaction, and organizational commitment on performance. *International Advanced Research Journal in Science, Engineering and Technology*, 5(9), 21–29. <https://doi.org/10.17148/iarjset.2018.594>
- Znidaršič, J., & Marič, M. (2021). Relationships between Work-Family Balance, Job Satisfaction, Life Satisfaction and Work Engagement among Higher Education Lecturers. *Organizacija*, 54(3), 227–237. <https://doi.org/10.2478/orga-2021-0015>

### Contact address:

\*Rani Maharani, Management Magister Program, Economic and Business Faculty, Esa Unggul University, Jakarta, Indonesia. e-mail: [ranimaharani.bioipb@student.esaunggul.ac.id](mailto:ranimaharani.bioipb@student.esaunggul.ac.id)  
Abdul Haeba Ramli, Economic and Business Faculty, Esa Unggul University, Jakarta, Indonesia. e-mail: [abdul.haeba@esaunggul.ac.id](mailto:abdul.haeba@esaunggul.ac.id)