

The Effect of Work-Life Balance, Job Satisfaction, and Family-Friendly Supervisory Conduct on Employee Performance at the Investment and One-Stop Integrated Services Office in Medan City

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ABSTRACT

The purpose of this study is to ascertain and examine if job satisfaction, work-life balance, and supervisor conduct that supports families have an impact on worker performance at the Public Services Mall in Medan City. This study's methodology is a quantitative research approach. The goal of quantitative research is to gather and examine data in the form of statistics or numbers in order to characterize, explain, or test the correlations between variables. Forty respondents made up the study's sample. Multiple linear regression analysis is the data analysis technique employed. The results of the t-hypothesis test reveal that job satisfaction positively and significantly affects employee performance, work-life balance positively and significantly influences employee performance, and supervisor behavior that supports the family positively and significantly impacts employee performance. The F-hypothesis test results indicate that work-life balance, supportive supervisors for families, and job satisfaction all positively and significantly influence employee performance concurrently. A value of 0.550 (55%) for Adjusted R Square was established from the results of the coefficient of determination analysis. Consequently, it can be stated that job satisfaction, work-life balance, and family-supportive supervisors contribute to 55% of employee performance.

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INTRODUCTION

This study is driven by the significance of human resource management (HRM) in enhancing organizational effectiveness and efficiency, particularly in relation to employee performance. Concerns about work-life balance (WLB), family-supportive supervisor behavior (FSSB), and job satisfaction arise due to their significant influence on employee performance, particularly within public service organizations. Employee performance refers to the amount and quality of work produced by an employee while fulfilling their responsibilities and duties over a specific timeframe. Almaududi et al. (2021) describe performance as the outcome attained by an individual in performing tasks based on skill, experience, and effort, as well as time relative to established standards and benchmarks. The goal is for someone to live a healthy and happy life, both in work matters and daily life. This is increasingly important because too much work often reduces time for non-work activities. According to Lumunon et al., (2019) "work life balance can be defined as the condition

of an individual who can manage time well or can harmonize between work in the workplace, family life, and personal interests." Family supportive supervisor behavior (FSSB) is a concept that refers to the positive actions and attitudes of a supervisor that help their employees balance work demands with family needs or personal life. Susanto (2022) "argues that, in an organization, when work-life balance is valued, support from supervisors can influence positive employee perceptions, and the effect of work-life balance strategies and job satisfaction on job performance will be greater." A favorable emotional state brought on by an individual's assessment or perception of several facets of their employment is known as job satisfaction. This encompasses an individual's emotions of contentment and discontentment with the tasks they complete, the workplace, their connections with coworkers, their pay and benefits, their work and performance recognition, and their chances for professional growth and promotion. According to Sutrisno (2019), "Job satisfaction is an employee's attitude towards work related to the work situation, cooperation among employees, remuneration received in work, and matters concerning physical and psychological factors."

The purpose of this study is to:

1. Examine how work-life balance affects worker performance.
2. Examine how employee performance is affected by supervisors who exhibit family-supportive behavior.
3. Examine how employee performance is impacted by work satisfaction.
4. Ascertain how all three concurrently affect worker performance.

In addition to offering a broader understanding of HRM, this research offers government organizations useful information for enhancing work policies and employee performance.

METHOD

This research utilized a quantitative approach to methodology. The purpose of quantitative research is to collect and analyze data as statistics or numbers to describe, clarify, or evaluate the relationships between variables. This method employs techniques such as experiments, surveys, and organized questionnaires, producing data that can undergo statistical examination. This study's goal is to investigate and assess the impact of job satisfaction, work-life balance, and supportive supervisors on employee performance. The author will utilize primary data to achieve the objectives and fulfill the data needs. Respondents receive questionnaires containing a set of statements provided by the researcher to gather this data. Responses to the finished questionnaires must be accurate. The data gathered from the respondents of the study, who are employees at the Medan City Public Service Mall, will be processed using the SPSS Statistics 25 program.

RESULTS

According to Sugiono (2020), "Validity is a measuring tool that compares the alignment between actual data on the research object and data successfully collected by the researcher." To ascertain its significance, the computed r-value is contrasted with the r-table during testing. If, at a significance level of 0.1, an item exhibits a substantial association with the overall score, it is deemed genuine. If the calculated r-value is positive and more than the r-table, the item is considered valid; if it is less than the r-table, the item is deemed invalid. Therefore, by evaluating the indicators of each variable in this study, a validity test will determine whether or not the questionnaire is appropriate for measuring the intended outcomes.

Table 1. Result of the Validity Variabel Work Life Balance (X1)

<i>Work life balance</i>	<i>Corrected Item-Total Correlation/r_{Hitung}</i>	<i>r_{Tabel}</i>
X1.1	0.767	0.361
X1.2	0.683	0.361
X1.3	0.641	0.361
X1.4	0.737	0.361
X1.5	0.696	0.361
X1.6	0.627	0.361

Source: Processed Data from SPSS 25, 2025

From the table above, it is known that all items of the research variable instrument are valid, because the average calculated r value > table.

Table 2. Result of the validity Variabel Family Supportive Supervisor Behavior (X2)

<i>Family supportive supervisor behavior</i>	<i>Corrected Item-Total Correlation/r_{Hitung}</i>	<i>r Tabel</i>
X2.1	0.532	0.361
X2.2	0.786	0.361
X2.3	0.664	0.361
X2.4	0.786	0.361
X2.5	0.664	0.361
X2.6	0.542	0.361
X2.7	0.552	0.361
X2.8	0.634	0.361

Source: Processed Data from SPSS 25, 2025

From the table 2 above, it is known that all items of the research variable instrument are valid, because the average calculated r value > table.

Table 3. Result of the Validity Variabel Work Effectiveness (X3)

<i>Job Satisfaction</i>	<i>Corrected Item-Total Correlation/r_{Hitung}</i>	<i>r Tabel</i>
X3.1	0.671	0.361
X3.2	0.673	0.361
X3.3	0.739	0.361
X3.4	0.48	0.361
X3.5	0.671	0.361
X3.6	0.599	0.361
X3.7	0.544	0.361
X3.8	0.673	0.361

Source: Processed Data from SPSS 25, 2025

From the table 3 above, it is known that all items of the research variable instrument are valid, because the average calculated r value > table.

Table 4. Result of the validity variable employee performance (Y)

<i>Employee performance</i>	<i>Corrected Item-Total Correlation/r_{Hitung}</i>	<i>r Tabel</i>
Y.1	0.707	0.361
Y.2	0.6	0.361
Y.3	0.715	0.361
Y.4	0.401	0.361
Y.5	0.567	0.361
Y.6	0.63	0.361
Y.7	0.621	0.361
Y.8	0.525	0.361
Y.9	0.561	0.361
Y.10	0.683	0.361

Source: Processed Data from SPSS 25, 2025

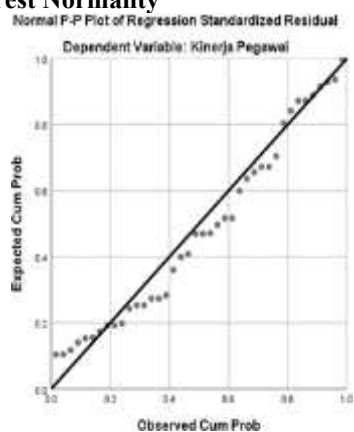
From the table 4 above, it is known that all items of the research variable instrument are valid, because the average calculated r value > table.

Table 5. Test reability statistic

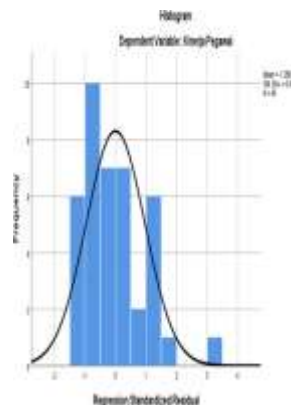
Variabel	Cronbach's Alpha	N of Items	Information
<i>Work life balance</i>	0.879	6	Reliabel
<i>Family supportive supervisor behavior</i>	0.874	8	Reliabel
<i>Job satisfaction</i>	0.874	8	Reliabel
<i>Employee Performance</i>	0.872	10	Reliabel

Source: Processed Data from SPSS 25, 2025

Test Normality



Normality and Normal Probability Plot



Normalitas and curva Histogram

Kolmogorov Smirnov One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		40
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.12507871
Most Extreme Differences	Absolute	.124
	Positive	.124
	Negative	-.095
Test Statistic		.124
Asymp. Sig. (2-tailed)		.120 ^c

Source: Processed Data from SPSS 25, 2025

The value (2-tailed) is 0.120 as shown in the table above. The data is deemed to be normally distributed because the significance value (Asym. Sig

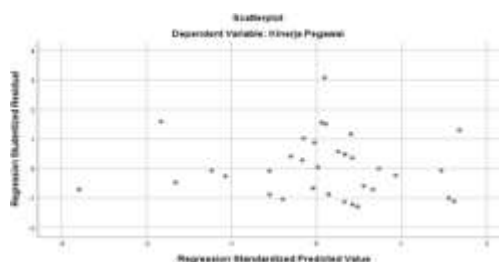
Test heteroscedasticity

Test Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	-.083	.143		-.579	.566
Work life balance	.053	.031	.285	1.687	.100
Family supportive supervisor behavior	-.020	.019	-.177	-1.049	.301
Kepuasan kerja	.015	.022	.109	.684	.499

a. Dependent Variable: abs_res

These computation results satisfy the conditions of the heteroscedasticity test since the sig. values for each independent variable are 0.100, 0.301, and 0.499 > 0.05, as indicated in the above table.



**Test Multikolinieritas
Multikolinieritas Coefficients^a**

Model	Unstandardized Coefficients		Collinearity Statistics	
	B	Std. Error	Tolerance	VIF
1 (Constant)	2.205	.252		
Work life balance	.218	.055	.885	1.129
Family supportive supervisor behavior	.136	.034	.883	1.133
Kepuasan kerja	.079	.038	.995	1.005

a. Dependent Variable: Employee performance

The VIF values for each independent variable in the preceding table are 1.129, 1.133, 1.005, and less than 10, indicating that multicollinearity is not an issue.

**Multiple Linear Regression
Test Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.205	.252		8.745	.000
Work life balance	.218	.055	.454	3.978	.000
Family supportive supervisor behavior	.136	.034	.458	4.008	.000
Kepuasan kerja	.079	.038	.220	2.043	.048

a. Dependent Variable: Employee performance

The table above shows that the multiple regression equation model in this study is $Y = 2.205 + 0.218 X_1 + 0.136 X_2 + 0.079 X_3$

CONCLUSION

The primary objective of the study was "The Impact of Work-Life Balance, Supportive Supervisor Behavior toward Families, and Job Satisfaction on Employee Performance at the Medan City Public Service Mall." Upon finishing all tests, the subsequent results were achieved:

1. The t-count for work-life balance is 3.978, which is greater than t-count 2.028, and the significance value is 0.005, which is less than 0.05, as indicated by the results of the t-hypothesis test. This indicates that work-life balance significantly and somewhat positively influences employee performance (Ho rejected, Ha accepted).
2. The t-count value for supervisor behaviors that support family is 4.008 > t-count 2.028, and the significance value is 0.005 < 0.05, based on the outcomes of the t-hypothesis test. This indicates that supervisor behavior that supports family has a meaningful and partial positive influence on employee performance (Ho rejected, Ha accepted).
3. The results of the t-hypothesis test reveal that job satisfaction significantly and positively influences employee performance to some degree (Ho rejected, Ha accepted), as the t-count for job satisfaction is 2.043 > t-count 2.028, and the significance value is 0.048 < 0.05.
4. The F-hypothesis test results show that work-life balance, supervisors who are supportive of families, and job satisfaction all significantly and favorably affect employee performance at the same time. The F-count value is 16.887 > F-table 2.87, and the significance level is 0.000 < 0.05.
5. The Adjusted R Square value is 0.550 (55%), derived from the results of the coefficient of determination analysis. Consequently, it can be asserted that employee performance is influenced by work-life balance, supervisor behavior that aids families, and job satisfaction, which together contribute 55%, while other factors excluded from this research represent the remaining 100%-55% = 45%.

Based on the research results and conclusions that have been presented, the researcher provides suggestions that may benefit the parties related to this research. The suggestions that can be conveyed are as follows:

1. To improve Work-Life Balance at the Medan City Public Service Mall, it is necessary to implement work flexibility, balanced working hours, mental health support, a positive work culture, and time management training for employees.

2. To improve Family Supportive Supervisor Behavior at the Medan City Public Service Mall, it is necessary to provide empathetic leadership training, flexible work policies, open communication, appreciation for work-life balance, and a culture of emotional support for employees.
3. To improve job satisfaction at the Medan City Public Service Mall, it is necessary to improve welfare, a conducive work environment, effective communication, performance appreciation, career development opportunities, and a fair and transparent workload balance.
4. To improve employee performance at the Medan City Public Service Mall, it is necessary to provide continuous training, performance incentives, regular evaluations, supportive leadership, supporting technology, and a collaborative and innovative work culture.

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