

## THE EFFECT OF WORK-LIFE BALANCE AND JOB STRESS ON JOB PERFORMANCE MEDIATED BY JOB SATISFACTION

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### ABSTRACT

This study aims to examine the influence of Work-Life Balance and Job Stress on Job Performance with Job Satisfaction as an intervening variable at the Fire and Rescue Department of Malang Regency. Because the population size was relatively small, sampling was unnecessary; therefore, the study used a census method, involving all 100 employees of the department. Data analysis was carried out using the Partial Least Squares (PLS) approach with the assistance of SmartPLS 3.0 software.

The results of the PLS analysis indicate that Work-Life Balance has a positive effect on Job Satisfaction, and Job Stress also contributes to increased Job Satisfaction. Furthermore, both Work-Life Balance and Job Stress were found to positively influence Job Performance, while Job Satisfaction itself plays a significant role in enhancing performance. However, the mediating test revealed that Work-Life Balance improves performance indirectly through Job Satisfaction, whereas Job Stress does not significantly affect performance through this mediating variable.

Keywords: Work-Life Balance, Job Stress, Job Performance, and Job Satisfaction

### INTRODUCTION

The development and growth of globalization, particularly in the business world, are becoming increasingly sophisticated and future-oriented, which in turn forces companies to maximize Job Performance. Companies compete to be at the forefront by achieving high profits while minimizing resource usage. Human resources are the most dominant factor in driving strategy and contributing to the company's continuity (Mujahidin et al., 2023). Work is a necessity in human life, bringing individuals to a better state than before. Additionally, individuals are also required to continually develop their potential and quality in performance and productivity, which will serve as benchmarks for success in work and competitiveness to improve work quality (Rondonuwu et al., 2018).

Human resources are an integrated capability of mental and physical patterns that every individual is required to possess, while behavior and characteristics are determined by heredity and adaptive environments, leading to work performance motivated by the individual's desire to meet the company's needs. Human resources are essential assets for a company, providing added value, being unique, difficult to imitate (imperfectly imitated), capable of creating value, and irreplaceable by other resources (non-substitutable) (Indra et al, 2022)

Performance essentially refers to what employees do and do not do. Job Performance affects how much they contribute to the company, including cooperative attitudes, output quantity, output quality, output timeliness, and job attendance.

Performance evaluation must consider all aspects and be conducted fairly, accurately reflecting actual performance (Harahap et al, 2020)

Job Performance is individual and dynamic. Each employee has different levels of ability, and success at work depends on the potential that must continually be developed according to the demands of time. In a broader sense, performance encompasses not only the results of work but also the process by which the work is carried out. Therefore, performance can be concluded as the act of doing the work and the results aimed for, in line with what is done and how it is done (Ainanur et al, 2018)

Improving job performance is essential for a company's success, as declining performance can lead to reduced motivation, lower productivity, and suboptimal results. While companies expect employees to perform at their best, they must also ensure a balance between work and personal life. Work-life balance represents the company's responsibility for employees' well-being, as excessive workloads often limit personal time and can cause fatigue or unhealthy lifestyles (Muliawati et al., 2020).

Job performance is not solely influenced by employees but also by workplace factors. A supportive work environment—providing comfort, safety, and adequate facilities—can enhance motivation and productivity (Rahma et al., 2021).

Firefighting is a high-risk and high-stress profession. Firefighters face dangers such as extreme heat, explosions, and smoke inhalation, often leading to health problems like fatigue, respiratory issues, and stress (Hurrahmi, 2018). In Malang Regency, the Fire and Rescue Department's performance remains suboptimal, with an increasing number of fire incidents from 2021 to 2023. These conditions, combined with 24-hour standby duties, contribute to fatigue, lack of focus, and job dissatisfaction among firefighters (Triana, 2018).

To overcome these challenges, the department conducts regular training programs, including fire theory, fire protection systems, and evacuation procedures. However, participation fluctuates yearly—rising in 2022 due to new recruits but declining in 2023 due to repetitive training content. Therefore, future training should aim to improve. Another issue faced by the Malang Fire and Rescue Department is the excessive workload exceeding employees' capacity. Firefighters work on a 24-hour shift system (one day on, two days off) but must remain ready to respond to emergencies even when off duty. Despite these shifts, the department struggles to meet government standards for response time. According to Permendagri No. 69 of 2012, the response standard is 15 minutes, yet the 2023 data show that only 64.22% of responses met this benchmark, while 35.78% exceeded it. Factors such as wide service areas, traffic congestion, and limited readiness contribute to delays, which in turn lower efficiency and overall job performance.

This high workload directly impacts firefighters' work-life balance, as the constant readiness and unpredictable demands reduce rest time and increase stress. Research by Haryani (2021) and Preena (2021) emphasizes that maintaining a healthy work-life balance can improve performance, reduce turnover, and minimize absenteeism. Similarly, Barber et al. (2016) note that employees with balanced work and personal lives tend to feel happier and more productive.

Firefighting, as a high-stress and high-risk occupation, often exposes workers to emotional strain caused by witnessing fires, casualties, and property loss. These experiences can trigger anxiety, concentration issues, and emotional exhaustion, increasing the risk of workplace accidents. According to Siagian (in Utomo, 2019), job stress can stem from both internal and external sources—such as excessive workload,

time pressure, poor supervision, unsafe environments, lack of feedback, and organizational conflicts—all of which are present in the firefighting profession.

High workload and limited training opportunities have contributed to declining performance among firefighters at the Malang Fire and Rescue Department. This is reflected in Table 3, which shows a decrease in key performance indicators in 2023, including fire response time, service response level, disaster management percentage, and certified personnel percentage. These results suggest the need for deeper research on how work-life balance and job stress directly affect performance, with job satisfaction serving as an intervening variable.

Job satisfaction is a personal and subjective experience that varies among individuals depending on workplace systems and personal values. Employees with higher job satisfaction tend to demonstrate better attendance, lower turnover, and improved performance (Lumbantobing et al., 2018). Job satisfaction reflects how employees feel about their work, including their attitudes, motivation, and how their job contributes to their overall well-being and social identity.

Previous studies reveal mixed findings regarding the relationship between work-life balance and job performance. While Bataineh (2019) and Mirani et al. (2019) found a positive and significant relationship, Kembuan (2021) and Sidik (2019) reported no significant effect, suggesting that some employees maintain performance levels out of job insecurity rather than balance.

Similarly, research on job stress and performance also presents inconsistencies. Effendy et al. (2019) and Ferils (2022) found that stress negatively affects performance, while Valendra et al. (2020) observed a negative yet significant relationship. Conversely, Sofyan (2020) concluded that job stress does not significantly influence performance.

These research gaps indicate the importance of further investigation into how work-life balance and job stress impact firefighters' performance, with job satisfaction playing a mediating role in the Malang Fire and Rescue Department context.

## **Literature Review**

### **Work-Life Balance**

Work-life balance is defined as the effort of employees to balance work-related matters with family life. The concept of work-life balance is based on the effort to harmonize work and family life, allowing employees to experience a fulfilling life (Rumangkit et al., 2019). According to Bataineh (2019), work-life balance includes the equilibrium between work and personal life, which can lead to individual satisfaction (Wolor, 2020). Generally, work-life balance refers to the feeling of satisfaction or alignment in various life roles, such as work roles and personal life roles like family. Work-life balance is often associated with the overall harmony or balance in life (Pratiwi et al., 2021). Yadav et al. (2015) explain that work-life balance has a broad scope, including work and personal life balance, stress management tools, enhancement of employee productivity, prioritization of responsibilities, improvement in work quality through proper work-life balance, job satisfaction, and the reduction of health-related side effects.

Sayekti (2022) describes work-life balance as the level of involvement or satisfactory alignment between various roles in a person's life. Although definitions and explanations vary, work-life balance is generally associated with the balance or overall sense of harmony in life. In this context, work-life balance involves assessing one's

ability to simultaneously manage the multi-faceted demands of life. The development and measurement of work-life balance are critically important in research, management practices, and facilitation. Work-life balance includes family conflicts but differentiates between basic and personal conflicts. Positively, family roles and work roles can influence work-life balance.

### **Job Stress**

Robbins et al. (2016) state that stress is an unpleasant psychological process that occurs in response to environmental pressures. Stress makes employees uncomfortable at work, where the work environment becomes crucial when someone is under pressure. Poor support can exacerbate an employee's stress levels. High stress levels among employees will affect their performance and productivity. Hamali (2016) defines job stress as an individual's reaction to threatening factors at their workplace. A new environment can often create situations that exert pressure on employees. This pressure can lead to emotional, behavioral, and physiological changes in employees. Mangkunegara (2017) states that job stress is the pressure employees feel when facing their work. Job stress can lead to unstable emotions, restlessness, isolation, difficulty sleeping, excessive smoking, inability to relax, anxiety, tension, nervousness, increased blood pressure, and digestive disorders. Stress arises from various threats and pressures employees face at work. The job itself plays a significant role in stress; employees with heavy workloads and pressure from the work environment experience stress, where support from colleagues is vital in overcoming the stress they face. In addition to environmental pressures, workload also contributes to stress; a heavy workload increases stress, whereas a harmonious environment and positive feedback from colleagues or superiors can motivate employees to complete their tasks, reduce stress, and manage a heavy workload.

### **Performance**

Nurjaya (2021) states that performance is the level of achievement of results from the execution of specific tasks. Company performance refers to the level of achievement in realizing the company's goals. Putri (2021) defines performance as the outcomes of an individual or group within an organization over a certain period, reflecting how well they meet the job requirements in achieving organizational goals. Kasmir (2016) mentions: "Performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities within a certain period." Performance refers to the achievement of organizational goals, which can be realized in the form of quantitative or qualitative output, creativity, flexibility, reliability, or other desired outcomes by the organization. The focus on performance can be short-term or long-term, at the individual, group, or organizational level. Individual performance contributes to group performance, which in turn contributes to organizational performance (Fariyani, Pertiwi, and Anwar, 2023). This is also consistent with the research by Ashari, Gendut S., and Hesty P. R. (2021), which states that company performance is highly determined by the performance of its employees; Job Performance can determine the quality of a company's performance. Aziz and Fauzah (2018) state that performance represents the level of achievement in implementing a program, activity, or policy in realizing the objectives, goals, vision, and mission of an organization, which is articulated through the organization's strategic planning.

### **Job Satisfaction**

Job satisfaction is the feeling one has towards their job, work environment, and relationships with colleagues. Therefore, job satisfaction is essential for an employee, as it enables them to interact positively with their work environment, ensuring that tasks are carried out effectively and in line with organizational objectives. According to Sutrisno (2019), job satisfaction is an employee's attitude towards their job, related to the work situation, cooperation among employees, rewards received, and factors concerning both physical and psychological aspects. Wibowo (2016) notes that everyone who works expects to gain satisfaction from their workplace. Job satisfaction will influence productivity, which managers highly anticipate. Hence, managers need to understand what should be done to create job satisfaction among their employees.

## **RESEARCH METHOD**

### **Population and Sample**

The population is a collection of all elements in the form of events, objects, or people that share similar characteristics and are the focus of a researcher's attention because they are considered as the entire universe of the study (Ferdinand, 2016). The population in this research comprises 45 employees at the Fire and Rescue Department of Malang Regency.

According to Sugiyono (2016), a sample is a portion of the population whose characteristics are being studied and is considered to represent the entire population (the number of samples is smaller than the total population). The method used in this sampling is saturated sampling or census. Saturated sampling or census, according to Sugiyono (2016), is defined as: "Saturated sampling or census is a sampling technique where all members of the population are used as the sample." Based on this definition, it can be understood that saturated sampling or census is a sampling technique that uses all members of the population. In this research, because the population size is small (limited), it is not feasible to use a sample, so the researcher used a sample size equal to the population, known as a census, which is 45 employees of the Fire and Rescue Department of Malang Regency.

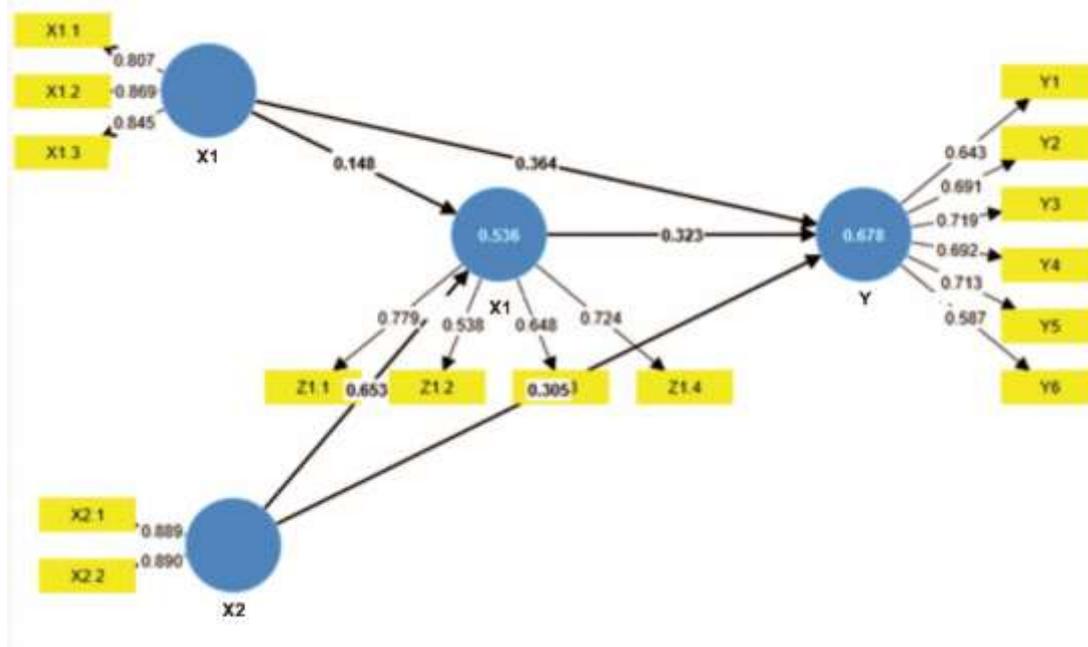
### **Analysis Technique**

The data used in this research is analyzed using the Partial Least Square (PLS) approach with the help of the Smart PLS 3.0 analysis tool. This analysis approach is quantitative and is chosen because the model used in this research involves causal relationships and is recursive, meaning it only has one-way relationships without reciprocal relationships. PLS is capable of testing weak theories and weak data, such as a small sample size or issues with data normality (Ghazali, 2015).

Research by Sholihin and Ratmono (2020:82) states that the advantage of using the PLS approach is its ability to simultaneously test a path analysis model with many variables, rather than sequentially, making this model more suitable for theory testing. The steps for data analysis using the PLS approach are as follows:

1. Designing the structural model (inner model), which connects the latent variables.
2. Designing the measurement model (outer model), which connects the indicators with the latent variables.

**Data Analysis  
PLS Model**



**Figure 1. PLS Model**

From the PLS output image above, the factor loading values for each indicator can be seen, located above the arrows between the variables and the indicators. Additionally, the path coefficients can be observed above the arrows between the exogenous variables, which in this research are Job Performance, the mediating variable being employee satisfaction, and the endogenous variables being work-life balance and work stress.

**Validity Test (Outer Model)**

**Table 4. Factor Loading Values**

	Work Life Balance (X1)	Kepuasan Kerja (Z)	Kinerja Pegawai (Y)	Job Stress (X2)
X1.1	0.755			
X1.2	0.816			
X1.3	0.719			
X2.1				0.821
X2.2				0.615
Y1			0.808	
Y2			0.837	
Y3			0.714	
Y4			0.821	
Y5			0.835	
Y6			0.725	
Z1.1		0.738		
Z1.2		0.686		

Z1.3		0.694		
Z1.4		0.805		

Source : Author, 2024

The estimation results from Table Outer Loading show that all indicators have met good validity criteria, as they have loading factors of 0.50 and/or higher. Since the validity test with outer loadings has been fulfilled, the measurement model has potential for further testing.

The next measurement model is the Average Variance Extracted (AVE) value, which indicates the amount of variance in the indicators contained by their latent variables. Testing with AVE values is more critical than composite reliability. The recommended minimum AVE value is 0.50.

**Table 5. Average Variance Extracted (AVE)**

	Average Variance Extracted (AVE)
Work Life Balance (X1)	0.573
Job Stress (X2)	0.536
Performance (Y)	0.621
Job satisfaction (Z)	0.554

Source : Author, 2024

The test results with AVE values indicate that all constructs have potential validity for further testing. This is because the AVE values for all constructs are greater than 0.50.

**Reliability Testing**

Composite reliability is an index that indicates how reliable a measurement tool is. If a tool is used twice to measure the same phenomenon and the measurement results are relatively consistent, then the tool is considered reliable. In other words, reliability reflects the consistency of the measurement tool in assessing the same phenomenon. Detailed results can be seen in the following table.

**Table 6: Data Reliability**

	Cronbach's Alpha	rho_A	Composite Reliability
Work Life Balance (X1)	0.813	0.819	0.870
Job Stress (X2)	0.710	0.715	0.822
Performance (Y)	0.694	0.704	0.831
Job satisfaction (Z)	0.613	0.659	0.786

Source : Author, 2024,

The reliability of constructs is measured using composite reliability. A construct is considered reliable if the composite reliability value is above 0.70, indicating that the indicators are consistent in measuring their latent variables. The results of the testing show that the constructs (variables) in the study—Work-life Balance, Work Stress, Job Satisfaction, and Job Performance—have composite reliability values greater than 0.7, thus they are reliable.

**Structural Model Testing (Inner Model)**

Inner model testing, or structural model testing, is conducted to examine the relationships between variables, significance values, and R-squared of the research model. After identifying significant relationships between variables, hypotheses related to customer satisfaction can be concluded. Hypothesis testing is performed using the resampling bootstrap method. The statistical test used is the t-test statistic (Ghozali, 2008). Testing of the structural model is done by examining the R-Square values, which assess the goodness-of-fit of the model. Inner model testing can be observed from the R-squared values in the equations between latent variables, as follows:

**Table 7. R-Square**

	<b>R Square</b>	<b>R Square Adjusted</b>
Performance (Y)	0.586	0.576
Job satisfaction (Z)	0.665	0.653

Source : Author, 2024

$R^2 = 0.586$ : This indicates that the model can explain 58.60% of the phenomenon/problem of Job Satisfaction. The remaining 41.40% is explained by other variables (besides Work-Life Balance and Work Stress) not included in the model and by error. This means that Job Satisfaction is influenced by Work-Life Balance and Work Stress to the extent of 68.60%, while 41.10% is influenced by factors other than Work-Life Balance and Work Stress.

$R^2 = 0.665$ : This indicates that the model can explain 66.50% of the phenomenon/problem of Job Performance. The remaining 33.50% is explained by other variables (besides Work-Life Balance, Work Stress, and Job Satisfaction) not included in the model and by error. This means that Job Performance is influenced by Work-Life Balance, Work Stress, and Job Satisfaction to the extent of 66.50%, while 33.50% is influenced by factors other than Work-Life Balance, Work Stress, and Job Satisfaction.

**Results from Inner Weights**

**1. Direct Effects**

**Table 8. Inner Weight**

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
<b>WORK LIFE BALANCE (X1) -&gt; JOB SATISFACTION (Z)</b>	<b>0.658</b>	<b>0.659</b>	<b>0.072</b>	<b>9.198</b>	<b>0.000</b>
<b>WORK LIFE BALANCE (X1) -&gt; PERFORMANCE (Y)</b>	<b>0.473</b>	<b>0.473</b>	<b>0.103</b>	<b>4.579</b>	<b>0.000</b>
<b>JOB SATISFACTION (Z) -&gt; KINERJA PEGAWAI (Y)</b>	<b>0.272</b>	<b>0.270</b>	<b>0.108</b>	<b>2.515</b>	<b>0.012</b>
<b>JOB STRESS (X2) -&gt; JOB SATISFACTION (Z)</b>	<b>0.162</b>	<b>0.169</b>	<b>0.089</b>	<b>3.830</b>	<b>0.008</b>
<b>JOB STRESS (X2) -&gt; PERFORMANCE (Y)</b>	<b>0.169</b>	<b>0.169</b>	<b>0.070</b>	<b>2.396</b>	<b>0.017</b>

Source : Author, 2024

**From the table above, the following conclusions can be drawn:**

1. Work-life balance has a significant positive effect on employee job satisfaction, with a T Statistics value of 9.198 where the p-value = 0.000, which is less than  $\alpha = 0.05$  (5%).
2. Work stress has a significant positive effect on job satisfaction, with a T Statistics value of 3.830 where the p-value = 0.008, which is less than  $\alpha = 0.05$  (5%).
3. Work-life balance has a significant positive effect on Job Performance, with a T Statistics value of 4.579 where the p-value = 0.000, which is less than  $\alpha = 0.05$  (5%).
4. Work stress has a significant positive effect on Job Performance, with a T Statistics value of 2.396 where the p-value = 0.017, which is less than  $\alpha = 0.05$  (5%).
5. Job satisfaction has a significant positive effect on Job Performance, with a T Statistics value of 2.515 where the p-value = 0.012, which is less than  $\alpha = 0.05$  (5%).

**2. Indirect Effects**

In addition to the direct effects as tested in the hypotheses above, the model also reveals the total effect or indirect effect (through mediating variables), as shown in the following total effects table for hypothesis testing with mediating variables:

**Table 9 Total Effects (Mean, STDEV, T-Values)**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> Z -> Y	0.179	0.178	0.074	2.416	0.016
X2 -> Z -> Y	0.044	0.045	0.031	1.402	0.161

Source : Author, 2024

From the total effect table above, the following conclusions can be drawn:

1. Work-life balance significantly affects Job Performance through job satisfaction, with a T Statistics value of 2.416 and a p-value of 0.016, which is less than  $\alpha = 0.05$  (5%).
2. Work stress does not significantly affect Job Performance through job satisfaction, with a T Statistics value of 1.402 and a p-value of 0.161, which is greater than  $\alpha = 0.05$  (5%).

**Results of Hypothesis Testing**

The explanations for the hypothesis testing results are as follows:

1. The hypothesis testing results show that work-life balance has a significant positive effect on employee job satisfaction. This is evidenced by a p-value of 0.000, which is less than the significance level of  $\alpha = 0.05$ . Thus, the alternative hypothesis (H1) is accepted, indicating that improving work-life balance significantly enhances employee job satisfaction.
2. The results show that work stress has a significant positive effect on employee job satisfaction, with a p-value of 0.008. Since this p-value is smaller than the significance level of  $\alpha = 0.05$ , the alternative hypothesis (H1) is accepted. This

- means that higher levels of work stress tend to significantly increase employee job satisfaction.
3. The testing indicates that work-life balance has a significant positive effect on Job Performance, with a p-value of 0.000. The p-value, which is much smaller than  $\alpha = 0.05$ , shows that the alternative hypothesis (H1) is accepted. This suggests that improvements in work-life balance significantly contribute to enhanced Job Performance.
  4. Based on the test results, work stress has a significant positive effect on Job Performance, with a p-value of 0.017. Because this p-value is smaller than  $\alpha = 0.05$ , the alternative hypothesis (H1) is accepted. This implies that higher work stress can significantly contribute to increased Job Performance.
  5. The results indicate that job satisfaction has a significant positive effect on Job Performance, with a p-value of 0.012. The p-value being smaller than  $\alpha = 0.05$  suggests that the alternative hypothesis (H1) is accepted. This means that high job satisfaction significantly contributes to better Job Performance.
  6. This test shows that work-life balance significantly affects Job Performance through job satisfaction, with a p-value of 0.016. Since this p-value is smaller than  $\alpha = 0.05$ , the alternative hypothesis (H1) is accepted. This means that work-life balance significantly impacts Job Performance through improvements in job satisfaction.
  7. The testing results show that work stress does not have a significant effect on Job Performance through job satisfaction, with a p-value of 0.161. As this p-value is greater than  $\alpha = 0.05$ , the null hypothesis (H0) is accepted. This indicates that work stress does not have a significant impact on Job Performance through job satisfaction.

### Discussion

Based on the research findings, it was concluded that work-life balance has a positive impact on Job Performance. This indicates that as employees manage their work-life balance better, their performance levels also improve. This is supported by the indicator "I am able to fulfill my responsibilities to my family while still meeting expectations at work," which produced a relatively high value. This suggests that employees are maintaining a good balance between their work and family lives, allowing them to meet workplace expectations effectively.

These findings are consistent with the research conducted by Mendis and Weerakkody (2018), which states that work-life balance influences worker performance positively. When work-life balance is well-managed, it enhances Job Performance. Similarly, Aslam (2015) found that work-life balance positively affects the performance of workers in the education sector across eight universities in twin cities in Pakistan. Bataineh (2019) also demonstrated that work-life balance and job satisfaction significantly affect Job Performance in the pharmaceutical industry in Jordan.

The results also show that work stress positively impacts Job Performance. This confirms that various aspects of work stress, which are considered together, can act as a binding force between the organization and employees. Strong work stress can motivate employees to exert their best efforts, thereby improving performance. High levels of work stress can support performance development and motivate employees to achieve collective goals, ultimately shaping employee behavior to meet organizational

expectations. Therefore, organizations should create work stress environments that align with their company culture to enhance Job Performance and benefit the company.

This finding aligns with the research by Junaidi & Susanti (2019), which found that work stress impacts Job Performance. Factors such as attention to detail, result orientation, people orientation, team orientation, and aggressiveness can influence performance in one of the UPT offices of the West Sumatra Provincial Education Office.

The research also indicates that work-life balance affects Job Performance through job satisfaction. This is in line with attribution theory, which suggests that an individual's behavior is driven by specific circumstances or perceptions. Employees with a good work-life balance are more likely to feel satisfied with their jobs, which, in turn, affects their performance. Performance improves when both work-life balance and job satisfaction are achieved. Several studies support this, including Wolor et al. (2020), who found that work-life balance positively impacts Job Performance. Rondonuwu et al. (2018) also indicated that work-life balance positively affects job satisfaction. Additionally, Herlambang & Murniningsih (2019) and Farhan et al. (2019) found that job satisfaction can mediate the relationship between work-life balance and Job Performance. Weerakkody et al. (2017) demonstrated that job satisfaction mediates the effect of work-life balance on performance, with better work-life balance leading to improved performance and job satisfaction.

However, the research also found that work stress does not significantly affect Job Performance through job satisfaction. This suggests that work stress acts as a catalyst for improving Job Performance, with job satisfaction fostering higher performance. Employees who are satisfied with their jobs are more likely to exhibit positive attitudes and behaviors, impacting their performance within the organization.

This finding contrasts with Shah (2015), which showed a positive and significant correlation between work stress and job satisfaction dimensions. Additionally, Fadlallah (2015) found a positive and statistically significant relationship between job satisfaction factors and Job Performance. The indirect effect of work stress on performance through job satisfaction was found to be greater than the direct effect of work stress on performance.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusions**

Based on the analysis using Partial Least Squares (PLS) to examine the effects of various variables on Job Performance, the following conclusions can be drawn:

1. Work-life balance contributes to increasing employee job satisfaction.
2. Work stress contributes to increasing employee job satisfaction.
3. Work-life balance contributes to enhancing Job Performance.
4. Work stress contributes to improving Job Performance.
5. Job satisfaction contributes to better Job Performance.
6. Work-life balance contributes to improving performance through employee job satisfaction.
7. Work stress does not contribute to improving performance through job satisfaction for employees at the Fire and Rescue Service Department.

### Recommendations

Based on the implications of these research findings, several recommendations can be made for consideration or as a basis for decision-making:

1. It is recommended that the management of the Fire and Rescue Service Department provide more comprehensive and appropriate work facilities that match the employees' tasks. Additionally, any damaged or outdated work equipment should be replaced with new ones to facilitate and streamline employees' work.
2. It is advised that the management maintain and nurture good relationships with employees and continuously strive to motivate them. This will help employees maintain high morale and enthusiasm, thereby achieving the department's desired goals.
3. In future research, it is suggested that additional variables, such as compensation and work discipline, be included to further explore their impact on Job Performance.

### BIOGRAPHY

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