



## The Effect of Job Characteristics and Work Life Balance on Performance through Job Satisfaction as Intervening Variables (Studies on Female Partners on Gojek Services in Mataram City)

Iin Vini Karlita<sup>1</sup>; Surati<sup>2</sup>; Mukmin Suryatni<sup>2</sup>

<sup>1</sup> Master of Management Study Program, Faculty of Economics and Business, Mataram University, Indonesia

<sup>2</sup> Faculty of Economics and Business, Mataram University, Indonesia

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### **Abstract**

This study examined the influence of job characteristics and work life balance on job satisfaction and performance of female partners in Gojek Service in Mataram City. Specifically, the purpose of this study was to determine the significance of the influence of job characteristics, work life balance, and job satisfaction on the performance of female partners, to know the significance of job characteristics and work life balance on job satisfaction, and to know the mediating role of variable job satisfaction in female partners in Gojek Service in Mataram City. The study population was 46 female partners in Gojek Service in Mataram City. This study uses structural equation model analysis (SEM analysis) with smartPLS applications. The results showed that job characteristics and job satisfaction had a significant positive effect on the performance of female partners, while work life balance did not significantly affect performance. Job characteristics and work life balance have a significant positive effect on job satisfaction. For the influence of mediation on job satisfaction, there is a full mediating role in the influence of work life balance on female partners performance, while the influence of job characteristics on the performance of female partners is found to have a partial mediation effect.

**Keywords:** *Job Characteristics; Work Life Balance; Performance; Job Satisfaction*

### **Introduction**

Findings from the official Gojek website which say that GO-Life partners with more than 60,000 service providers. 70% of GO-Life partners are women, 90% of GO-Life partners are high school graduates. Then 1:20 GO-Life service providers are disabled talents for GO-Massage and GO-Auto services. This shows Gojek is committed to the principle of equality and non-discrimination for anyone who wants to join the Gojek ecosystem. This figure is the total number of Gojek partners across Indonesia including in the Mataram area, where in the Gojek service, GO-Life, partners who are all women.

Wibowo (2011) states that the number of women looking for work will increase from time to time in some regions of the world. One of the reasons is because women have the same educational and

employment opportunities as men, so that women have more than one role or are called multiple roles. Dual role is a condition in which a woman, apart from being a wife for her husband and mother for her children, has a job in various fields or other professions (Hermayanti, 2014). Utami (2011) states that in 2000 three-fifths of women in Indonesia worked and 60% of these working women had children under the age of 12. The motivation of a woman to enter the career world cannot be separated from the aspirations that exist in women. These aspirations are related to ideals, goals, plans, and encouragement to act and work (Ermawati, 2016).

Increasing women's participation in the workforce poses a number of challenges. Among other challenges, managing work and family responsibilities is one of the most significant challenges facing women (Frone et al., 1992; Noor, 2011). In an effort to improve work-life balance, women have started to enter entrepreneurship to gain more flexibility and control over their work and personal lives (Baber & Monaghan, 1988; Machung, 1989; Ward, 2007, Athar, 2020). Balanced jobs and families are often more difficult for women than men because of the disproportionate burden of family responsibilities (Bird, 2006). Women face the distribution of child care and other household responsibilities which are major obstacles in advancing their careers (Cross & Linehan, 2006).

Based on information from the marketing department at the Gojek office, it is known that the development of the number of Gojek drivers has increased every year, including in the Mataram area. HRD Gojek provided information about the number of Gojek service partners in Mataram until this year it has increased to 642 partners. As many as 46 of them are female partners in the Driver, GO-Clean and GO-Massage Gojek services in Mataram City. Due to the increasing demands of life, the role of women is also expanding. Women do not only take care of the household and care for children, they also do work in the public sphere.

The challenge that is felt by female partners at Gojek services in Mataram City is the demand to be fair in carrying out duties and responsibilities both inside and outside the household. The first challenge is the struggle to get recognition of equal rights with men. While the second is to carry out her roles and responsibilities as a housewife. This is what makes their performance less optimal. Gojek's female partners are considered less capable when they pick up large items on a motorbike. As a female partner in the Gojek service, it takes tough mentality and courage, because in doing it they go through various kinds of obstacles and challenges.

There are many motivations that underlie women to become Gojek partners, one of which is encouragement from within. Women think more about choosing to work because they will get many benefits when working, compared to just staying at home to become a housewife. One of the benefits gained is helping her husband to meet family needs. In addition, they can also fill their spare time with positive and productive things. With different backgrounds when they decided to become Gojek partners as their profession. To show their existence in the social environment, women try to prove themselves that they are able to live a profession that is equal to men.

Based on the findings from previous research, there were several mixed and inconsistent results about the effect of job characteristics on employee performance and job satisfaction on employee performance. Researchers are interested in conducting this research, especially because there is no research that tests the four variables as a whole, so the novelty in this study is to try to connect and test the effect of job characteristics and work-life balance on Job Satisfaction and Performance.

## **Literature Review**

### **Effect of Job Characteristics on Performance**

Nurhasanah et al (2019) stated that the better the job characteristics are created, the more employee performance will be, and vice versa. This is evident from the results of research analysis which shows that job characteristics have a significant positive effect on employee performance. However, it is different from the results of research from Chandra et al (2017) which states that job characteristics have a positive and insignificant effect on employee performance. This is evidenced by the results of interviews with several employees and one manager who stated that employees are used to doing various jobs. So that employees feel they do not need to develop their skills.

Job characteristics determine the suitability of a person to a particular occupation and enable a person to be more successful in the field in which he is engaged. With an understanding of the job characteristics, it is hoped that these employees will be more oriented in their field of work. Employees will pursue work with concentration and responsibility accompanied by feelings of pleasure until satisfactory results are obtained. If an employee has characteristics that match his job, his performance will increase.

### **Effect of Work-Life Balance on Performance**

Based on the results of research by Nurhasanah et al (2019), it shows that work-life balance has a positive and significant effect on employee performance, which means changes in positive balance behavior and real work life to the role of encouraging increased satisfaction in employee performance. Dizaho (2013) also states that work-life balance has a positive impact on performance. There is strong support for the direct effect of job satisfaction and work-life balance on employee job performance. Krishnan and Loon (2018) show that employers who focus their attention on providing a conducive work environment that can increase job satisfaction and at the same time provide work-life balance to their employees will ultimately lead to employees achieving high levels of performance. These findings reinforce the roles of job satisfaction and work-life balance that are consistent with theorizing in social exchange theory.

### **Effect of Job Satisfaction on Performance**

Krishnan and Loon (2018) show research findings that show a positive relationship between job satisfaction and work-life balance on academic task performance. These findings also suggest that job satisfaction tends to be the strongest predictor of academic task performance compared to work-life balance. This statement shows the same results as research from Yuen et al (2018); Athar, (2020) showing that job satisfaction fully mediates the relationship between the reward system approach, the job stressor approach, the job characteristics approach, and the disposition approach, on job performance.

According to Nurhasanah et al (2019) in their research, it is stated that Job Satisfaction has a positive but insignificant effect on employee performance which means changing job satisfaction behavior which increases to a positive direction but not significant to the role that encourages employee performance improvement. Employee performance shows a positive and significant value, which means that an increase in job satisfaction to mediate the effect of work-life balance will significantly improve performance.

### **Effect of Job Characteristics on Job Satisfaction**

Walker and Guest found a fact that employees generally do not like work that is repetitive, too specialized, and mechanistic. Therefore, this situation must be able to be anticipated by every manager, for example doing job rotation, or expanding the scope of work.

There is a significant positive effect of job characteristics on job satisfaction for employees (Nursafitri et al., 2015). The results of other studies are Akbar (2009); Mahayanti and Sriathi (2017); Kamela (2016) states that job characteristics, organizational characteristics, and individual characteristics have a positive and significant effect on employee job satisfaction. The implication of the research results is that job characteristics are very well used as predictors of employee job satisfaction. Therefore, it is important to consider job characteristics in establishing policies to increase employee job satisfaction.

### **Effect of Work-Life Balance on Job Satisfaction**

Work-life balance that is not achieved will affect work or life satisfaction, commitment to organization, work performance, and health according to Paludi, (2014). Based on the findings of Nurhasanah et al (2019), it is stated that work-life balance has a positive and significant impact on job satisfaction which can significantly increase behavior change in work-life balance and a real positive impact on the role of encouraging increased employee job satisfaction.

Work-life balance which includes working hours and work schedules, personal life and employee responsibilities, employee career leave and rest, as well as top management involvement and commitment are key factors in contributing to having a balanced work life and the possible outcomes and outcomes of this practice are increased employee satisfaction, loyalty to the organization and productivity. Dizaho (2013) and the results of his research which also states that work-life balance has a positive impact on employee loyalty, satisfaction, and performance.

### **Effect of Job Characteristics on Performance through Job Satisfaction**

Fried and Ferris (1987) suggest that there is a relationship between job characteristics and job satisfaction and employee performance. Singh (1997) also argues that job characteristics have a linear relationship with employee performance, job satisfaction, and commitment. Mutmainah's (2012) research on the effect of individual characteristics and job characteristics on performance by mediating the organizational commitment of the sub-district office employees in the district of Sukoharjo concluded that job characteristics have a direct effect on performance. Sari (2012) examined the effect of compensation, work climate, work morale and employee characteristics on employee performance through job satisfaction as an intervening variable (Studies at PT Bank Bukopin Tbk, Sultan Agung Branch) with the results of the study showing that there is a significant positive influence between job characteristics on performance. employees through job satisfaction as an intervening variable.

According to Kristine (2017) there are two factors that can affect an individual's performance, namely the work done and the characteristics of the job. The results of research on employees of PT Mitra Karya Jaya Sentosa stated that any increase in satisfaction can actually reduce employee performance. It can be concluded that job satisfaction has a significant negative effect on employee performance because it is caused by high self-esteem factors. Employees who have self-esteem think that they are valuable and believe in their abilities, this causes their main task to become a burden and the satisfaction obtained can reduce their performance.

## **Effect of Work-Life Balance on Performance through Job Satisfaction**

The results of research by Isse et al (2018) on 271 administrative staff at universities in northern Malaysia (UUM, UniMAO, UITM, Arau, Perlis and USM) revealed that job satisfaction has a positive and significant relationship to employee performance. The level of high job satisfaction and the motivation given by the organization affects them to work better. Research which was also conducted on the administrative staff of private universities in Klang Malaysia by Mahmood (2019) explained that the motivation and flexibility of working hours are a factor of employee job satisfaction and this has a positive impact on increasing their efficiency and performance.

Rene and Wahyuni (2018) through research conducted on employees of insurance companies in Jakarta state that work-life balance has a significant positive effect on employee performance through job satisfaction. Employees assume that work-life balance can provide job satisfaction so that it has a positive impact on improving their performance. Research conducted on administrative staff at universities in northern Malaysia (UUM, UniMAO, UITM, Arau, Perlis and USM) by Isse et al (2018) explained that work-life balance has a significant and positive relationship with employee performance. Administrative staff employees really feel the importance of work-life balance because it can affect them at work.

### **Method**

In this study, the data collection method used was a census. The census method was used in this study because the population and research sample had a certain number of respondents and the respondents were female partners at the Gojek Service in Mataram City with a total sample of 46 female partners. The population in this study were all female partners at the Gojek service in Mataram City, totaling 46 partners. This study uses structural equation modeling analysis (SEM analysis) with the SmartPLS application.

### **Result and Discussion**

Data processing techniques using the PLS-based SEM method require two stages in assessing the Fit Model of a research model (Ghozali, 2008). There are three criteria for using data analysis techniques with SmartPLS to assess the Outer Model, namely Convergent Validity, Discriminant Validity, and Composite Reliability.

Convergent Validity from the measurement model with reflexive indicators is assessed based on the correlation between the item score or component score estimated by the SmartPLS software. An individual reflexive measure is said to be high if it correlates more than 0.70 with the measured variable. However, according to Chin (1998) in Ghozali (2008) for early stage research, the measurement scale for the loading value of 0.50 to 0.60 is considered sufficient. In this study, a loading factor limit of 0.60 was used. The results of processing using PLS can be seen the value of the outer model or the correlation between indicators and variables that have met the convergent validity because they have a loading factor value above 0.60 can be further analyzed, while those that do not meet the criteria are not included in the next analysis.

There are several research indicators related to Job Characteristics variables (X1.05 and X1.10), Work-Life Balance (X2.05), and Job Satisfaction (Z1.02 and Z1.05) which have outer loading values smaller than 0.60 so it must be excluded in the analysis. After the five indicator items were issued then retest was carried out, where it was found that the indicator item "The work given is in accordance with the educational background and expertise of the partner" (Z1.01) is the strongest measure of the overall research item because it has the largest outer loading value (0.835). and is an indicator of the Job

Satisfaction variable. So it can be stated that the 25 research indicator items are valid indicator items as a measure of the Job Characteristics variable, Work-Life Balance, Job Satisfaction, and Performance. Based on the outer loading test, it is known that all indicators in the study have met the criteria for the specified outer loading value of at least 0.600, thus all indicators can be used for further analysis.

Discriminant validity is done to ensure that each concept of each latent variable is different from other variables. The model is said to have good discriminant validity if each indicator loading value of a latent variable has a loading value that is greater than the loading value if it is correlated with other latent variables. Discriminant validity of the reflective model is evaluated through cross loading, then the AVE value is compared with the square of the correlation value between constructs (or comparing the square root of AVE with the correlation between its constructs). The cross loading measure is to compare the correlation of the indicator with its construct and constructs from other blocks. If the correlation between the indicator and its construct is higher than the correlation with other block constructs, this shows that the construct predicts the size of their block better than the other blocks. Another measure of discriminant validity is that the root value of the AVE must be higher than the correlation between constructs and other constructs or that the AVE value is higher than the square of the correlation between constructs.

It can be explained that from the results of the analysis of the variable Job Characteristics, Job Satisfaction, and Performance, it has an Average Variance Extracted (AVE) value above 0.50, meaning that the latent variables in this study are able to explain more than half of the variance of the indicators. Meanwhile, the Work-Life Balance has a value of 0.483 which means the latent variable Work-Life Balance in this study is able to explain 48.30 percent of the variance of the indicators. Thus all variables have an AVE root value higher than the correlation coefficient between one variable and another so it can be said that research data related to the effect of Job Characteristics, Work-Life Balance, and Job Satisfaction on the performance of Gojek service partners in the city of Mataram have good discriminant validity.

The validity and reliability criteria can also be seen from the reliability value of a variable and the Average Variance Extracted (AVE) value of each variable. The variable is said to have high reliability if the composite reliability value is above 0.70 and AVE is above 0.50. It is known that all variables meet composite reliability because their value is above the recommended number ( $> 0.70$ ), which means that all research variables have met the criteria of being reliable. Based on the overall evaluation results, both convergent validity, discriminant validity, and composite reliability as described, the latent variable indicators used are valid and reliable measures.

The inner model test or structural model is tested to see the relationship between variables, the significance value and the R-square of the research model. The structural model was evaluated using the R-square for the dependent variable, the t test and the significance of the structural path parameter coefficients. Covariance measurement of indicators is influenced by the latent construct or reflects the variation of the unidimensional construct which is depicted as a circle with several arrows from construct to indicator. This model hypothesizes that changes in latent constructs affect changes in indicators. In this model there are two exogenous variables, namely Job Characteristics and Work-Life Balance, one endogenous variable between Job Satisfaction, and one endogenous variable, namely Performance.

Model assessment with PLS begins by looking at the R-square for each dependent latent variable. Changes in the R-square value can be used to assess the effect of certain exogenous latent variables on endogenous latent variables that have a substantive effect. Table 1 shows the results of the R-square estimation using SmartPLS.

**Table 1. Nilai R-Square**

Dependent Variable	R Square
Job satisfaction (Z)	0,354
Performance (Y)	0,768

Table 1 shows the R-square value of the variable Job Satisfaction of 0.354 and Performance of 0.768. The higher the R-square value, the greater the ability of the exogenous variables to be explained by the endogenous variables so that the better the structural equations built into the research model. Job Satisfaction variable has an R-square value of 0.354 (moderate), which means that 35.40 percent of the Job Satisfaction variant can be explained by the Job Characteristics and Work-Life Balance variables while the rest is explained by other variables outside the research model. The Performance variable has an R-square value of 0.768 (strong), which means that 76.80 percent of the Performance variant can be explained by the Job Characteristics, Work-Life Balance, and Job Satisfaction variables while the rest is explained by other variables outside the research model.

Furthermore, the overall fit index can use the goodness of fit (GoF index) criteria developed by Tenenhaus et al (in Ghozali & Latan, 2015). This index is developed to evaluate measurement models and structural models and in addition provides a simple measure for the overall prediction of the model. For this reason, the GoF index is calculated from the square root of the average communality index and average R-squares values where the following values are obtained:

$$\text{GoF} = \sqrt{\text{Com} \times \text{R}^2}$$

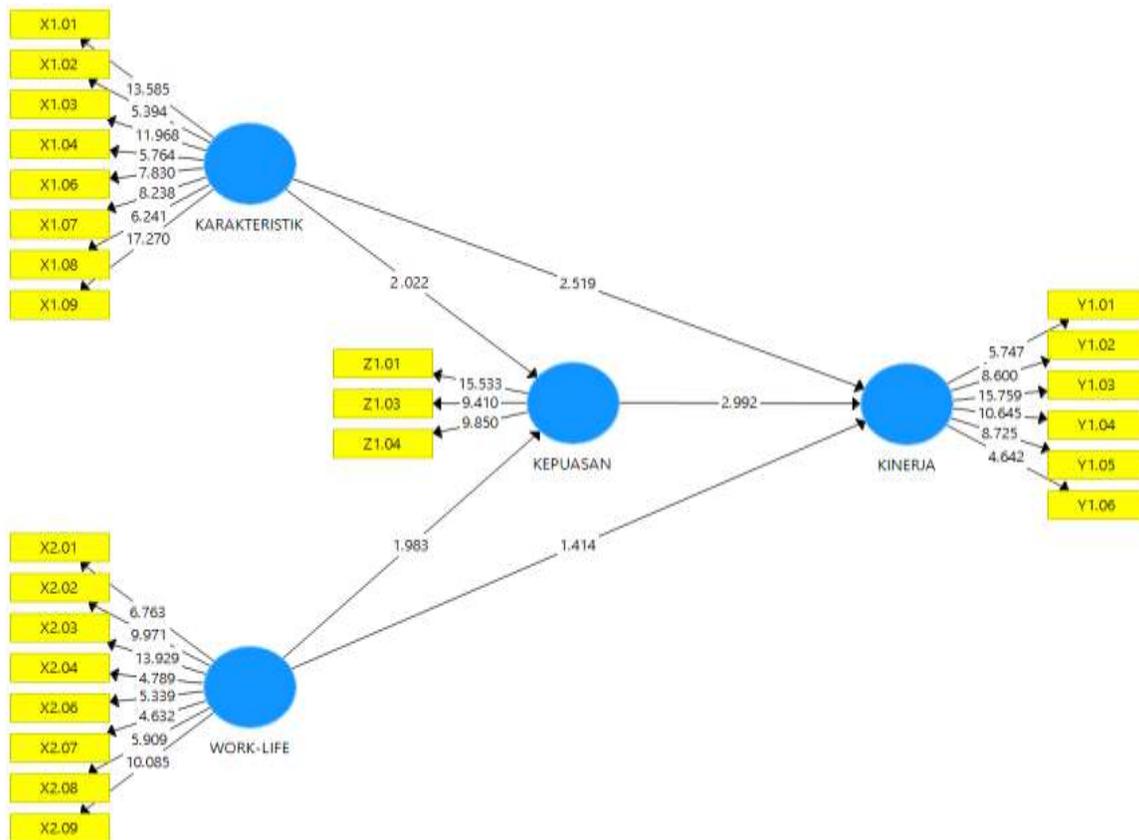
The average communality and GoF index are conceptually appropriate for the reflexive indicator measurement model. Based on the formula above, it can be seen that the GoF relative value is 0.543. This value is obtained using the value of communality recommended by Fornel and Larcker (in Ghozali & Latan, 2015) of 0.50 and an average value of R-squares of 0.768. The GoF relative value of 0.543 states that the structural model related to the effect of Job Characteristics and Work-Life Balance on Performance through Job Satisfaction is a very good (fit) structural model.

The significance of the parameters estimated provides very useful information about the relationship between the research variables. The basis used in testing the hypothesis is the value contained in the output result for inner weight. Table 2 provides the model test estimates.

**Table 2. Structural Model (Inner Model)**

Variable Influence	Path Coefficient	T Statistic	P Values	Information
JC → K	0,423	2,552	0,011	Significant
WLB → K	0,250	1,490	0,137	Not significant
KP → K	0,328	2,962	0,003	Significant
JC → KP	0,313	2,002	0,032	Significant
WLB → KP	0,408	1,991	0,049	Significant
JC → KP → K	0,103	1,966	0,049	Partial Mediation
WLB → KP → K	0,134	2,064	0,039	Full Mediation

The results of structural model testing can be seen in the image below:



Based on the results of data analysis, it shows that there are 6 (six) variables that have a significant effect, while 1 (one) other variable is not significant.

The results of the data analysis show that job characteristics have a positive and significant effect on performance. These findings strongly support the argument of Nurhasanah et al (2019) which states that there is a significant positive effect between Job Characteristics and Performance. If the job characteristics are implemented properly in a company, it can have an impact on increasing employee performance.

The findings in this study confirm that Job Characteristics can significantly improve performance. This provides an indication that the research hypothesis is accepted. The job characteristics applied by Gojek Indonesia have a positive and significant impact in improving the performance of Gojek service partners in the City of Mataram. The work characteristics applied by Gojek Indonesia in Mataram City have been carried out optimally. This implies that the company's efforts to improve the performance of its partners have been carried out very well. Job Characteristics is able to make a major contribution to the performance of Gojek service partners in Mataram City.

Based on the results of data analysis, it shows that there is no significant effect of Work-Life Balance on performance. This finding is not in line with the results of research conducted by Krishnan and Loon (2018) where performance is one of which is influenced by Work-Life Balance. Likewise, the findings in Dizaho (2013) study where Work-Life Balance is closely related to performance. The higher the Work-Life Balance, the better the performance (Nurhasanah et al, 2019).

Based on the results of this study, it can be interpreted that the Work-Life Balance applied to the Indonesian Gojek company does not have a significant effect on the performance of Gojek service partners in Mataram City. The results of data analysis show that the Work-Life Balance has no significant effect on the performance of Gojek service partners in Mataram City. This means that the Work-Life Balance as measured by 9 indicator items has no significant effect on partner performance. Thus it is known that the Work-Life Balance in Gojek Indonesia has a positive but insignificant impact on partner performance. The better the implementation of Work-Life Balance carried out by Gojek Indonesia, does not make the performance of Gojek service partners in Mataram City getting better.

The results of data analysis indicate that Job Satisfaction as measured by 5 indicators has a positive and significant effect on performance. This implies that the increasing Job Satisfaction of Gojek service partners in the City of Mataram will also experience an increase in performance. Vice versa, if the Job Satisfaction of Gojek service partners in Mataram City is low, then the partner's performance may decrease.

The findings in this study further reinforce the opinion expressed by Krishnan and Loon (2018) that job satisfaction tends to be the strongest predictor of performance. Likewise, the findings of Yuen et al (2018) regarding the influence between Job Satisfaction and Performance, where employees who have high Job Satisfaction can improve performance, so that the hypothesis in this study can be proven. Based on the findings in this study, it can be explained that Job Satisfaction is indeed very significant in influencing the level of performance. The higher the Job Satisfaction of Gojek service partners in Mataram City, the better the resulting performance.

The results of data analysis indicate that Job Characteristics has a positive and significant effect on Job Satisfaction. These findings can support Akbar's (2009) argument; Kamela (2016); Mahayanti and Sriathi (2017); Nursafitri et al (2015) state that there is a significant positive influence between Job Characteristics and Job Satisfaction. If the Job Characteristics are implemented properly in a company, it can have an impact on increasing employee Job Satisfaction.

The findings in this study confirm that Job Characteristics can significantly increase Job Satisfaction. This provides an indication that the research hypothesis is accepted. The work characteristics applied by Gojek Indonesia have a positive and significant impact in increasing the Job Satisfaction of Gojek service partners in the City of Mataram. Job characteristics applied by the company have been carried out optimally. This implies that Gojek Indonesia's efforts to improve Job Characteristics are able to make a greater or higher contribution to Job Satisfaction in Gojek service partners in Mataram City. The main reason that makes the findings in this study consistent with previous research is made possible by the compatibility between interests and the work being done. Where interest is more directing someone to do activities that are really liked, while work is more about the demands of life so that it requires someone to do these activities / activities because they really expect the returns that will be obtained from the work process.

Based on the results of data analysis, it shows that there is a positive and significant effect of Work-Life Balance on Job Satisfaction. These results state that the opinion expressed by Paludi (2014) where Job Satisfaction is one of which is influenced by Work-Life Balance. In line with the findings in the research of Nurhasanah et al (2019) where Work-Life Balance is closely related to Job Satisfaction, the higher the Work-Life Balance, the higher the Job Satisfaction.

Based on the results of this study, it can be interpreted that the Work-Life Balance applied by Gojek Indonesia has a very significant effect on the Job Satisfaction of Gojek service partners in Mataram City. The results of data analysis show that the Work-Life Balance has a positive and significant effect on the Job Satisfaction of Gojek service partners in Mataram City. This means that the Work-Life Balance which

is measured through 9 indicator items has a positive and significant effect on the Job Satisfaction of Gojek service partners in Mataram City. Thus it is known that the Work-Life Balance that has been implemented by the company has a positive and significant impact on Job Satisfaction. The better the application of Work-Life Balance carried out by the company, the better the resulting Job Satisfaction.

The results of this study are also supported by previous research such as that conducted by Dizaho (2013), where Work-Life Balance has a positive and significant effect on Job Satisfaction. This proves that the Work-Life Balance has a positive and significant effect on the Job Satisfaction of Gojek service partners in Mataram City. Based on this research, it can be explained that the Work-Life Balance is very much needed by the Gojek Indonesia company to be applied to all its partners in order to be able to provide a high level of job satisfaction.

Based on the results shown, this study states that performance can be indirectly influenced by the Job Characteristics variable through the Job Satisfaction variable. These findings have confirmed the opinion put forward by Fried and Ferris (1987), where the characteristics of a good job can increase job satisfaction and ultimately have an impact on increasing performance which is getting higher. The results also support Singh's (1997) research which states that job characteristics can increase job satisfaction, where a high level of job satisfaction will increase performance.

The results of this study further confirm the theoretical framework of previous studies, where the findings state that good job characteristics lead to good performance. These findings provide guidelines for company owners in managing the Job Characteristics within their company. Job Characteristics can affect the performance of Gojek service partners in Mataram City by mediating Job Satisfaction, this means that the higher the Job Characteristics that are applied in a company, the higher the employee's performance, where the Job Characteristics can first increase the employee's Job Satisfaction.

Based on the results shown, this study states that performance is indirectly influenced by the Work-Life Balance variable through the Job Satisfaction variable, where the percentage contribution of the given value is relatively large. These findings can confirm the opinion expressed by Isse et al (2018), where a good Work-Life Balance can increase Job Satisfaction and ultimately have an impact on improving performance which is getting better. The results of the study are also supported by Mahmood's research (2019) which states that Work-Life Balance can increase Job Satisfaction, where a high level of Job Satisfaction will increase performance.

The results of this study further confirm the theoretical framework of Rene and Wahyuni's research (2018), where the findings state that a good Work-Life Balance leads to good Job Satisfaction and ultimately improves employee performance. These findings provide guidelines for company owners in managing the Work-Life Balance of their employees. Work-Life Balance can affect the performance of Gojek service partners in Mataram City by mediating Job Satisfaction, this means that the higher the Work-Life Balance that is applied in the Indonesian Gojek company, the higher the level of Job Satisfaction which ultimately improves the performance of service partners. Gojek in the city of Mataram.

Based on the results shown, the R-square states that performance is influenced by three variables, namely Job Characteristics, Work-Life Balance, and Job Satisfaction. The three independent variables contributed a relatively high percentage of value (76.80 percent), while there was a remaining 23.20 percent due to other factors that were not used in the research model. These findings provide guidelines for company management in managing performance, so that it is higher and can be maintained. Job Satisfaction is also influenced by various factors that also affect employee performance. This R-square value can be increased later with several alternatives that can be done by company management.

## Conclusion

Based on the results of inferential statistical analysis, it can be concluded that Job Characteristics has a positive and significant effect on performance. Work-Life Balance has a positive and insignificant effect on performance. Job Satisfaction has a positive and significant impact on performance. Job Characteristics have a positive and significant effect on Job Satisfaction. Work-Life Balance has a positive and significant effect on Job Satisfaction. Job characteristics have a significant positive effect on performance through job satisfaction (partial mediation). Work-Life Balance has a significant positive effect on performance through job satisfaction (full / complete mediation)

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